



Public Safety Services

Strategic Plan 2001 - 2006

Department of Public Safety and Corrections Public Safety Services

Public Safety Services

Strategic Plan 2001 - 2006

Department Mission

To provide safety services to both the citizens of the state and visitors to the state of Louisiana by upholding and enforcing the laws, administering regulatory programs, managing records, education the public and managing emergencies, both directly and through interaction with other agencies. To be an organization that makes a difference, achieves excellence and a position of leadership. To act with integrity and professionalism maintaining an environment that is responsive to the needs of our personnel and the community. To provide essential public safety services efficiently and effectively through education, prevention and the use of technology.

Vision

Public Safety Services will be an organization that strives to achieve excellence and a position of leadership by being a diverse, professional, entrepreneurial organization capable of responding to an ever-changing environment. Public Safety Services will be driven by the desire to “make a positive difference” in the lives of Louisiana’s citizens and visitors to our state.

Philosophy

To effectively carry out the mission of Public Safety Services by committing to excellence, professionalism and quality in providing services to ensure the safest environment for Louisiana.

Goals

Devote all efforts and resources to provide all citizens of Louisiana with the highest quality service and protection.

Develop, implement and improve programs required by statutes, policies, rules and regulations.

Increase promotion of effectiveness, outcomes, planning and accountability within all agencies of Public Safety Services

Public Safety Services

Strategic Plan 2001 - 2006

Management and Finance

Mission

The mission of the Office of Management & Finance is to provide effective management and support services in an efficient and professional manner to all agencies within Public Safety Services and public and private entities.

Goals

- I.. To promote efficient, effective results oriented services that will enhance the general management of the department.
- II. To provide, promote and accelerate the use of technology to improve efficiency and effectiveness.
- III. To improve the quality of Public Safety Services' resources through planning, training & development programs and asset loss prevention.

OBJECTIVE I.1: To coordinate through the Office of Management and Finance, all State and Federal grant projects that will provide Budget Units with unique opportunities and can be used as a catalyst for new or expanded programs and increase grant funding by 5% by June 30, 2006.

STRATEGY I.1.1 Establish and maintain a Grants Administration function to manage day-to-day activities.

STRATEGY I.1.2 Establish Grants Administration Policies and Procedures that outlines responsibilities and processes for requesting, awarding, implementing, monitoring and management of grants.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.1.3 Establish manuals and training programs for all Budget Units that may seek grants.

PERFORMANCE INDICATORS:

Outcome: Percent of increased State and Federal Grants.

OBJECTIVE I.2: To have 80 percent (80%) of the department's agency heads and their appointed representatives trained and knowledgeable in the budget process by June 30, 2004.

STRATEGY I.2.1 Acquire one new t.o. position to coordinate the complex task of training the section heads in the Office of State Police in addition to assisting preparation of OSP's Budget documents.

STRATEGY I.2.2 Serve as technical advisors to the Deputy Secretary, Undersecretary and Assistant Secretaries and their appointed representatives in the development and monitoring of the department's operating budget.

STRATEGY I.2.3 Develop and present short-range and long-range financial plans, documents and instruments to facilitate decision-making within the department in accordance with constitutional and statutory requirements and deadlines.

PERFORMANCE INDICATORS:

Input: Number of department heads and appointed representatives.

Outcome: Percentage of department heads and appointed representatives trained and knowledgeable in the budget process.

OBJECTIVE I.3: To maintain no higher than a 15% attrition rate for authorized T.O. across Public Safety Services by June 30, 2006.

STRATEGY I.3.1 Work with Civil Service and the State Police Commission, as well as with other resources, to ensure equity of allocations for all professional and support staff level classifications.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.3.2 Provide employee development opportunities for all Public Safety Services employees so that they may carry out the mission of the organization.

STRATEGY I.3.3 Expand recruiting activities, maintain recruiting, hiring and retention information of minorities and women in order to lessen any possibilities of discrimination.

STRATEGY I.3.4 Establish and maintain compensation and pay policies which aid in recruiting and maintaining viable staffing.

STRATEGY I.3.5 Establish, maintain and implement strong affirmative action, recruiting, classification, compensation, performance management, and employee development programs to attract and retain quality staff.

STRATEGY I.3.6 Implement an entrance and exit interview process.

PERFORMANCE INDICATORS:

Input:	Number of EEO complaints
Input:	Number of Grievances filed
Output:	Number of Job Fairs/Career Days attended
Output:	Number of applications received in HR from non-PSS employees
Output:	Number of employees receiving Outstanding rating
Output:	Number of employees receiving Exceeds Requirement rating
Output:	Number of employees receiving Meets Requirement rating
Output:	Number of employees receiving Needs Improvement rating
Output:	Number of employees receiving Poor rating
Outcome:	Turnover Rate
Outcome:	Attrition Rate

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.4: To maintain an error rate no higher than 5% by ensuring employee pay and benefits are accurate and timely by June 30, 2006.

STRATEGY I.4.1 Provide a daily audit function for all employee administration activities in order to catch errors in input prior to payroll being run.

STRATEGY I.4.2 Provide benefits information and updates to all employees through use of the Intranet as well as through employee meetings and classes

STRATEGY I.4.3 Provide training and consultation to agency time administrators in order to ensure that time entry and attendance /leave information is entered and maintained in an accurate manner.

STRATEGY I.4.4 Train, review and validate employee administration activities.

PERFORMANCE INDICATORS:

Quality: Error Rate

OBJECTIVE I.5: To implement the processing of additional tender types at all fund collection points to include credit and debit cards by July 1, 2002.

STRATEGY I.5.1 Attain budget authority to fund bank charges related to acceptance of the additional tender types

STRATEGY I.5.2 Convert and/or add additional capabilities to existing personal computers used to process these transactions

STRATEGY I.5.3 Establish an avenue to process all collections utilizing credit and debit cards for the department via the Division of Administration's E-Mall

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Output: Number of transactions utilizing credit/debit cards

Outcome: Percentage increase in the number of transactions using credit/debit cards

OBJECTIVE I.6: To ensure that all deposits are made within one (1) working day of receipt by July 1, 2002.

STRATEGY I.6.1 Identify and implement opportunities that will fully utilize electronic funds transfer capability

STRATEGY I.6.2 Deposit cash and/or checks collected in field offices into their local banks more than once a day or at least daily

STRATEGY I.6.3 Review and update policies on cash management and communicate them to the field offices

PERFORMANCE INDICATORS:

Output: Number of float days

Outcome: Percentage of receipts deposited within one day

OBJECTIVE I.7: To ensure that all disbursements are made within 30 days of receipt of the final invoice by July 30, 2006.

STRATEGY I.7.1 Identify and implement opportunities that will fully utilize electronic funds transfer capability

STRATEGY I.7.2 Receive invoices sent to field offices within two weeks of invoice date and make the disbursement within 30 days.

STRATEGY I.7.3 Review and update policies on cash management and communicate them to the field offices

PERFORMANCE INDICATORS:

Input: Number of collection notices received for invoices past due

Outcome: Percentage of disbursements made with 30 days of invoice date

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.8: To reduce the number of delinquencies due to Non Sufficient Funds by 30% and maximize the accuracy of collection and re-deposit rate up to 90% by June 30, 2006.

STRATEGY I.8.1 Utilize State Police Safety Enforcement Unit to collect delinquencies and penalties on warrants of restraint

STRATEGY I.8.2 Develop NSF tracking system that will identify, track, collect and redeposit monies timely and accurately

STRATEGY I.8.3 Identify multiple NSF offenders and turn those cases over to the District Attorney

STRATEGY I.8.4 Develop guidelines for all offices to follow on what types of negotiable items to accept or not accept

STRATEGY I.8.5 Flag licenses of individuals writing NSF checks for suspension

STRATEGY I.8.6 Place businesses writing NSF checks on the certified funds only list

STRATEGY I.8.7 Use all tools provided by the Legislature in an aggressive collection office to collect monies owed to the department

PERFORMANCE INDICATORS:

Input:	Number of NSF checks received
Input:	Percentage of total number of checks returned as NSF
Output:	Number of NSF pre-suspension notification letters mailed to individuals
Output:	Percentage of notification letters mailed to individuals writing NSF checks
Output:	Percentage of businesses placed on certified funds list
Output:	Percentage of OMV offices provided direct access to NSF database
Output:	Percentage of NSF checks entered into NSF database
Output:	Percentage of licenses flagged
Outcome:	Number of vehicle registrations suspended

Public Safety Services

Strategic Plan 2001 - 2006

Outcome: Number of licenses suspended
Outcome: Redeposit rate
Outcome: Percentage reduction in the number of delinquencies

OBJECTIVE I.9: Establish a document management system to provide appropriate protection, organized identification, timely retrieval of vital records and minimize Department storage space by June 30, 2006.

STRATEGY I.9.1 Form a committee, with representatives from each agency including Legal and Internal Audit, to develop policy and criteria for record retention with input from all users.

STRATEGY I.9.2 Identify all vital department records having legal, financial, administrative or historical value, regardless of recording media, and eliminate valueless records.

STRATEGY I.9.3 Develop and have approved a Department wide retention schedule.

STRATEGY I.9.4 Develop and implement a Management and Finance record inventory and document retrieval system.

PERFORMANCE INDICATORS:

Input: Types of records
Output: Schedules created
Outcome: Percentage of management system complete
Efficiency: Reduction of types of records
Efficiency: Reduction of required storage space
Efficiency: Reduction of employee time spent in document retrieval

OBJECTIVE I.10: To develop a comprehensive Facility Management Program that will reduce the number of unplanned outages of facilities and extend the life of all facilities in Department of Public Safety Services by June 30, 2006.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.10.1 Establish an inventory of all facilities and equipment (including the new DPS complex) which will include (if available) date purchase, manufacturer, model and/or serial number site code, repair history, and warranty information by June 30, 2002.

STRATEGY I.10.2 Provide work order system which will provide electronic approvals by supervisors and budget by June 30, 2002.

STRATEGY I.10.3 Provide a preventive maintenance schedule on all inventoried units by June 30, 2002.

STRATEGY I.10.4 Provide integration of work order inventory system with central inventory software by June 30, 2003.

STRATEGY I.10.5 Outsource maintenance and Preventive Maintenance on PSS facilities outside of Baton Rouge area.

PERFORMANCE INDICATORS:

Number of facilities and equipment inventoried.

Number of work orders (unplanned outages).

OBJECTIVE I.11: To consolidate the mail room activities (where possible) and/or out-source services to private entities by June 30, 2005.

STRATEGY I.11.1 Assess current Department of Public Safety operations and future need at new complex to determine most cost efficient and most effective use of our resources in processing processing mail.

STRATEGY I.11.2 Contract with Division of Administration and/or private entity for service.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Number of mailed items processed through Division of Administration and/or private company.

Cost savings compared to present costs.

OBJECTIVE I.12: To meet Louisiana Procurement Code objectives by utilizing State Purchasing Contracts and by decentralization of warehouse operations by June 30, 2006.

STRATEGY I.12.1 Establish a committee to review software programs that can provide a supply requisition system that will be integrated into the central warehouse inventory.

STRATEGY I.12.2 Obtain funding for the software programs by 6/30/02.

STRATEGY I.12.3 Purchase, install, and train personnel on system and implement plan by June 30, 2003.

STRATEGY I.12.4 Provide for a supply requisition and inventory system that through efficient procurement and material management, will provide expeditious delivery of supplies and services to all areas of the Department.

PERFORMANCE INDICATORS:

Total number of purchases

Total number of items inventoried

Total number of items issued

OBJECTIVE II.1: To implement 18 projects that will provide the Department with the most current and effective technologies by June 30, 2006.

STRATEGY II.1.1 Replace desktop computer hardware and software with more efficient, faster, and current technology on a three-year cycle.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.1.2 Replace routers with more efficient, faster, and current technology on a three-year revolving cycle.

STRATEGY II.1.3 Add an additional repeater to accommodate increasing radio clients.

STRATEGY II.1.4 Replace applications server hardware and software with more efficient, faster, and current technology on a three-year cycle.

STRATEGY II.1.5 Migrate all DICRS OS/2 Formatted Optical Platters to OS 390 Formatted Optical Platters.

STRATEGY II.1.6 Move MAPPER applications from the UNISYS mainframe to the OS/390 Enterprise Server utilizing Lotus Notes, Java, DB2 and C++ technologies.

STRATEGY II.1.7 Consolidation of single application servers with locally attached storage to a few large servers, which support multiple applications per server with storage, provided by a Storage Area Network (SAN).

STRATEGY II.1.8 Implement META Directory giving clients access to a statewide database.

STRATEGY II.1.9 Enhance security controls for the enterprise infrastructure to better safeguard electronic delivery of services (Firewalls, Secured Socket Layer, Virtual Private Networks, PKI, and Encryption)

STRATEGY II.1.10 Establish Tape Silos at a remote location for automated disaster recovery backups.

STRATEGY II.1.11 To provide the Department with Video Conferencing capabilities.

STRATEGY II.1.12 Accept credit/debit card payment of fees owed. Applications include Office of Motor Vehicles driver's licensing, vehicle registration, and reinstatement services, Fire Marshal, and Tier 2.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.1.13 Establish Optical Disk Libraries at a remote location for automated disaster recovery backups.

STRATEGY II.1.14 Provide Switching for WAN/LAN technology in the Department's network.

STRATEGY II.1.15 Replace communications server hardware and software with more efficient, faster, and current technology on a three-year cycle.

STRATEGY II.1.16 Implement Domain environment to give users roaming workstation capabilities/profiles.

STRATEGY II.1.17 Implement Active Directory, which monitors and negates utilization of software and hardware profiles to users.

STRATEGY II.1.18 Implement SAN providing availability and scalability to the network by combining storage resources.

PERFORMANCE INDICATORS:

Input:	Number of applications servers needing replacement. Number of PC's needing replacement. Number of routers needing replacement Number of new repeaters needed Number of communications servers needing replacement.
Output:	Number of applications servers replaced. Number of PC's replaced. Number of routers replaced Number of new repeaters installed Number of communications servers replaced.
Outcome:	Percentage of applications servers replaced. Percentage of PC's replaced. Percentage of routers replaced Percentage of new repeaters installed Percentage of systems with security technology implemented Percentage of systems migrated from MAPPER to DB2. Percentage of applications allowing credit/debit card payments.

Public Safety Services

Strategic Plan 2001 - 2006

Percentage of single application servers moved to large multiple application servers
Percentage of Tape Disaster Backup Sets being written to offsite libraries
Percentage of ImagePlus Optical Backup Platters to offsite libraries
Percentage of OS/2 Formatted DICRS Optical Platters converted to OS 390 Formatted Optical Platters
Percentage of Video Conferencing sites installed.
Percentage of Switches installed.
Percentage of communications servers replaced.
Percentage of workstations and servers with META Directory installed
Percentage of workstations and servers migrated to Domain environment
Percentage of workstations and servers with Active Directory installed
Percentage of workstations and servers with SAN installed

OBJECTIVE II. 2: Through the use of technology, to make the Office of Motor Vehicles more efficient, user-friendly, customer-centric, adaptable, open to rapid application development, and to provide them with the most current and effective technologies by June 30, 2006.

STRATEGY II.2.1 Reengineer the office procedures and automation for the Office of Motor Vehicles.

STRATEGY II.2.2 Automate the reporting of convictions associated with the driver's record to the Driver Management System from the Louisiana Supreme Court.

PERFORMANCE INDICATORS:

Outcome: Percentage of automated convictions received from the state Supreme court.
Reduction of backlogged OMV user requests

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE II.3: Through the use of technology, to make the Office of State Police more efficient, user-friendly, customer-centric, adaptable, open to rapid application development, and to provide them with the most current and effective technologies by June 30, 2006.

STRATEGY II.3.1 Combine individual gaming monitoring and licensing systems into a single Integrated Gaming System.

STRATEGY II.3.2 Add the capability for fast turnaround of fingerprint records and information to the FBI fingerprint identification interface in the Automated Fingerprint Identification System (AFIS)

STRATEGY II.3.3 Provide a latent fingerprint case management solution for the full function remote locations support the Louisiana Automated Fingerprint Identification System (AFIS).

STRATEGY II.3.4 Implement GPS (global positioning system) technology to provide an automated method of obtaining information to enhance officer safety in enforcement units by June 30, 2003.

STRATEGY II.3.5 Replace Mobile Data Terminal hardware and software with more efficient, faster, and current technology on a three-year cycle.

STRATEGY II.3.6 Increase capacity of radio system by 35% by switching to digital system from analog system.

STRATEGY II.3.7 Replace current analog radios with digital Radios by June 20, 2005.

STRATEGY II.3.8 Equip the remaining road Troopers with MDC terminals

STRATEGY II.3.9 Provide new Mugshot workstations with latest AFIS technology on a three-year replacement cycle.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Number of enforcement units needed GPS capabilities.
Number of Mobile Data Terminals needing replacement.
Initial number of analog units
Number of remaining LSP units needing Mobile Data terminals

Output: Number of enforcement units with GPS installed.
Number of Mobile Data Terminals replaced.
Number of radios upgraded to digital

Outcome: Reduction of Manual application Submissions
Percentage of units equipped with GPS
Reduction to the number of revisions to the Daily Fee Report Forms.
Percentage of Arrest electronically submitted to the FBI
Percentage of latent cases being electronically reported and tracked
Percentage of Mobile Data Terminals replaced.
Percentage of units equipped with MDC Terminals.
Percentage of Mugshot workstations replaced.
Change in capacity for tower sites
Percentage of radios upgraded to digital

Efficiency: Average identification request turnaround time from the FBI

OBJECTIVE II.4: Through the use of technology, to make the Office of State Fire Marshal more efficient, user-friendly, customer-centric, adaptable, open to rapid application development, and to provide them with the most current and effective technologies by June 30, 2006.

STRATEGY II.4.1 Rewrite the State Fire Marshal applications and add capabilities in a phase two effort of modernizing their automated systems.

PERFORMANCE INDICATORS:

Outcome: Percentage of Fire Marshal records migrated from MAPPER to DB2.

OBJECTIVE III.1: To conduct internal, compliance and performance audits in order to identify deficiencies and to correct 95% of the identified deficiencies by June 30, 2006.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.1.1 Increase audit staff by 4 to allow for a more comprehensive audit staff that will be proactive instead of reactive

STRATEGY III.1.2 Increase the number of internal audits performed to include audits of the department's performance indicators to ensure validity and accuracy

STRATEGY III.1.3 Conduct department-wide internal controls assessment and involve Legislative Audit team in the planning process.

STRATEGY III.1.4 Promote professional certification requirements for staff auditors.

PERFORMANCE INDICATORS:

Input: Number internal, compliance and performance audits performed

Output: Number of deficiencies identified

Outcome: Percentage of deficiencies corrected

OBJECTIVE III.2: To pass 100% of the State Loss Prevention audit by maintaining a safe and violence free workplace by implementing and maintaining policies and provide on-going training to assure a safe working environment through June 30, 2006.

STRATEGY III.2.1 Reassess safety training requirements and requirements of violence-free workplace.

STRATEGY III.2.2 Appoint assessment committee to determine needs, physical cost training needs and responsibility.

STRATEGY III.2.3 Obtain funding for physical modifications and training aids.

STRATEGY III 2.4 Implement plan.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Number of employees in Department.

Output: Number of employees receiving safety training.

Number of employees receiving violence in the workplace training.

Outcome Savings department-wide from successful completion of the audit

Public Safety Services

Strategic Plan 2001 - 2006

Cafeteria

Mission

The mission of the Department of Public Safety Cafeteria is to deliver goods and services to a variety of programs and customers while being self-supporting.

Goal

The goal of the Department of Public Safety Cafeteria is to provide a variety of nutritious and well-balanced meals to its principal clients at a reasonable cost.

OBJECTIVE I.1.1 To maintain sales to state agencies and other customers while maintaining a self-supporting operation through June 30, 2006.

STRATEGY I.1.1 Coordinate planned cycle menus for the Training Academy, ATAP, Seminar clients, DPS employees and the general public.

STRATEGY I.1.2 Initiate “heart healthy” alternate menus for the needs of the principal clients.

STRATEGY I.1.3 Implement and review customer comment card to determine customer satisfaction.

PERFORMANCE INDICATORS:

Output: Sales to state agencies

Output: Sales to customers

Outcome: Customer satisfaction (as measured by customer comment cards)

Public Safety Services

Strategic Plan 2001 - 2006

State Police

Mission

The Louisiana State Police is a statutorily mandated, statewide law enforcement agency charged and ensure the safety and security of the people in the state through enforcement, education and provision of other essential public safety services.

In attempting to meet the mission of the Louisiana State Police, employee's work within the framework and structure of an organizational philosophy. That philosophy is defined and founded upon core values that we demand of all employees.

Vision

Assure the safety of our highways, communities and environment through impartial enforcement of the laws of this state.

Provide professional and dedicated personnel who will work in partnership with our communities toward a common goal: the protection of life, liberty and property.

Strive to be Louisiana's premier law enforcement agency.

Public Safety Services

Strategic Plan 2001 - 2006

State Police Core Values

LOYALTY	Bear true faith and allegiance to the US Constitution, the State Police, your unit and other troopers
DUTY	Fulfill your obligations
RESPECT	Treat people as they should be treated
SELFLESS SERVICE	Put the welfare of the nation, the State Police and others before your own
HONOR	Live up to all the State Police values
INTEGRITY	Do what's right - legally and morally
PERSONAL COURAGE	Face fear, danger or adversity (physical or moral)

Goals

Promote public safety on the roads and highways and in our communities.

Achieve greater public participation in promoting and achieving public safety.

Strive to adequately staff, equip and fund its operation to achieve an effective public safety organization.

Expand communications with the public, other law enforcement agencies, the legislature and other governmental entities.

Improve and strengthen the effectiveness of management through planning, forecasting, training, coordinating and being accountable.

Be a leader among agencies rather than a follower--the standard against which other law enforcement agencies will be judged.

Public Safety Services

Strategic Plan 2001 - 2006

Traffic Enforcement Program

Mission

The Louisiana State Police, through its Traffic Enforcement Program, is dedicated to improving the safety of the motoring public on Federal, State and local highways through vigorous enforcement of relevant statutes, education, training and by providing other essential public safety services.

Philosophy

In order for the general public to move throughout the state's public infrastructure safely it is necessary for those agencies tasked with public safety to be as professional in their duties as humanly possible. This professionalism created by educating, training, utilizing state of the art technologies and communication with the public fosters an atmosphere of public safety both real and perceived. The perception of those being served is as important as the service itself and improves voluntary compliance. Voluntary compliance and vigorous enforcement are the cornerstone of public safety.

Consequently the philosophy of the Louisiana State Police Traffic Enforcement Program is to undertake efforts to encourage and ensure voluntary compliance with the state's Highway Regulatory Act and related statutes. In order to fulfill our mission, maintaining a focus on this philosophy, we must excel in three major activities:

Maintaining Voluntary Compliance. By providing the highest quality of service to the motoring public currently complying with the traffic laws of the state the perception of voluntary compliance will become the norm.

Encouraging Additional Voluntary Compliance. A greater understanding of traffic safety can be achieved by creating an atmosphere of voluntary compliance through education and communication with the general public. This understanding will foster additional voluntary compliance.

Public Safety Services

Strategic Plan 2001 - 2006

Discouraging Non-Compliance Through Enforcement. Louisiana State Police recognizes that there are those who will not voluntarily comply with the traffic laws even when provided with the information and atmosphere they need to comply. To address this segment of the motoring public the State Police will vigorously enforce the traffic and other related statutes of the state of Louisiana.

Thus State Police's five year traffic enforcement goals and objectives will be based primarily upon maintaining the current level of motorists who comply voluntarily, increasing that level by education and communication and enforcing compliance on those who do not comply. Finally, the strategies to be employed by the State Police in its efforts to accomplish its goals and objectives have many common threads. The approaches needed to maintain and improve State Police's service to the general public combine elements of the following four types of initiatives:

communication with and education of the general public as to State Police's function and the motoring public's responsibilities

education and training of departmental personnel in the latest methods and most advanced technologies available

improve both commercial and private motor vehicle safety through inspection

increase compliance by vigorous enforcement

GOAL I. To direct appropriate traffic enforcement efforts toward violations, not only in proportion to the frequency of their occurrence but also in terms of traffic-related needs identified in the individual troop areas.

GOAL II. To develop partnerships and resources within the community to build problem-solving coalitions, instill a sense of mutual responsibility for enhancing public safety, increase the community capacity to resolve issues related to crime and traffic enforcement and improve quality of life.

GOAL III. To improve both commercial and private motor vehicle safety through inspection and increase compliance by vigorous enforcement.

Public Safety Services

Strategic Plan 2001 - 2006

GOAL IV. To provide, through education and enforcement, for public safety during events involving hazardous materials.

GOAL V. To decrease criminal activity through pro-active patrol and enforcement throughout those properties constituting the Capitol Park as well as provide for the safety of the citizens who frequent those properties.

OBJECTIVE I.1 To provide 83% coverage in each troop area, as defined in the State Police Manpower Allocation Study 2000-2001, by June 30, 2006.

The Manpower Allocation Study demonstrates the current Traffic posture of the State Police and seeks to articulate the necessary manpower requirement for FY 2001-2005. Northwestern Traffic Institute model utilized in this study supports an additional 438 patrol troopers over current level for the State Police to accomplish its mandated mission. The increase in patrol trooper strength would give the State Police the ability to incorporate community policing, assign areas or duty posts to its personnel to ensure that the highways of this State are systematically patrolled and made safe. If the study was implemented as proposed, our citizens could expect to see a Trooper pass each point on the Interstate system, a minimum, of once every two hours and a minimum of once every six hours on U.S. and state highways.

STRATEGY I.1.1 Implement the TrafficStat program to compile annual collision experience data statewide to determine assignment of personnel.

STRATEGY I.1.2 Apply geographical/temporal assignment of personnel and equipment based on collision data, enforcement activity records, traffic volume and traffic activity.

STRATEGY I.1.3 Establish preventative patrols to deal with specific categories of unlawful driving behavior.

STRATEGY I.1.4 Analyze location, time and causative factors in vehicle collisions based on numerically significant samples.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.1.5 Analyze fluctuations caused by seasonal variations that result in increases in traffic volume and/or collision.

STRATEGY I.1.6 Over a 6 year period, seek legislative support and funding for required trooper strength per the State Police Manpower Allocation Study based on an annual appropriation for 2-35 cadets classes.

By June 30, 2003, desired Trooper strength will be 62%.

By June 30, 2004, desired Trooper strength will be 69%.

By June 30, 2005, desired Trooper strength will be 76%.

By June 30, 2006, desired Trooper strength will be 83%

By June 30, 2007, desired Trooper strength will be 90%.

STRATEGY I.1.7 Ensure that all patrol personnel are provided the safest and most technological advance equipment available by:
Replacing MDC's which their warranties have expired
Providing full implementation of In-car cameras
Replacing Radar's as current radars become obsolete

PERFORMANCE INDICATORS:

<i>Input</i>	Current State Trooper patrol strength
	Required State Trooper patrol strength per manpower study
<i>Output</i>	Total miles patrolled
	Total number of public assists
	Number of criminal arrests made
	Number of fatal crashes investigated
	Number of speeding citations issued
	Total number of crashes investigated
	Number of injury crashes investigated
<i>Outcome</i>	Number of crashes resulting in arrests
	Percentage of state covered by State Police
<i>Efficiency</i>	Hours spent in court
	Training hours

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.2 To reduce alcohol and/or drug related traffic offenses by 5% by June 30, 2006.

STRATEGY I.2.1 Selective assignment of personnel at the time when, and to the locations where analyses have shown that a significant number of violations and/or collision involving impaired drivers have occurred.

STRATEGY I.2.2 Selective surveillance of roadways on which there have been an unusual incidence of drinking-driving collisions to ascertain the characteristic violation profile of the problem drinker who drives.

STRATEGY I.2.3 Selected alcohol-related collision investigations and analyses of findings

STRATEGY I.2.4 Selective DWI checkpoints for deterrence purposes.

STRATEGY I.2.5 Develop troopers' skills in detecting those persons who are under the influence of alcohol or drugs.

PERFORMANCE INDICATORS

<i>Input</i>	Number of alcohol or drug related fatalities
	Current State Trooper patrol strength
	Required State Trooper patrol strength per manpower study
<i>Output</i>	Number of DWI arrests made
<i>Outcome</i>	Percentage reduction in alcohol or drug related offenses

OBJECTIVE II.1 To increase by 20% the number of uniformed officers involved with the community by June 30, 2006.

STRATEGY II.1.1 Maintain close ties with those other functions that support and make possible the furtherance of crime prevention, especially by patrol troopers engaged in criminal patrols.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.1.2 In concert with the community, decide which crime types present the greatest problem; where the problems are most severe or where crime prevention activities could be most effective; and what types of responses would be most effective.

STRATEGY II.1.3 Solicit the viewpoints of citizens on the prevalence of crime and the effectiveness of the agency's crime prevention efforts.

STRATEGY II.1.4 Establish direct contacts with the community served to elicit public support, serve to identify problems in the making and foster cooperative efforts in resolving community issues.

STRATEGY II.1.5 At least quarterly, report to the Superintendent of State Police a description of current concerns voiced by the community; a description of potential problems that have a bearing on law enforcement activities within the community; a statement of recommended actions that address previously identified concerns and problems; and a statement of progress made toward addressing previously identified concerns and problems.

STRATEGY II.1.6 Survey citizen attitudes and opinions every three years to determine overall agency performance, overall competence of agency employees, officers' attitudes and behavior toward citizens, community concern over safety issues with the troop areas as a whole and recommendations and suggestions for improvement.

PERFORMANCE INDICATORS

<i>Input</i>	Number of public forums conducted
<i>Output</i>	Number of community activities attended by a trooper
<i>Outcome</i>	Percentage increase in community involvement
<i>Quality</i>	Public Satisfaction with State Police (as measured by questionnaire/survey)

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE III.1 Hold commercial vehicle related fatal crashes to a level no greater than 150 annually through June 30, 2006.

CMV-related crash totals have risen nearly 15% since 1995. The drastic increase in CMV related crashes are directly associated with the increase in the number of CMV miles traveled in Louisiana.

STRATEGY III.1.1 Require 15% of regular duty patrols be performed in high crash corridors.

STRATEGY III.1.2 Patrol strategies will emphasize the apprehension of drivers committing serious moving and hours of service violations, and other regulatory violations identified as causation factors in many truck crashes.

STRATEGY III.1.3 Require 5% of regular duty patrols be performed in construction or work zones and other congested speed zones which have a propensity of CMV crashes.

STRATEGY III.1.4 Require 5% of regular duty patrols be performed during "off-peak" hours with special emphasis given to the removal of fatigued or impaired drivers.

STRATEGY III.1.5 Establish educational programs for sharing the highway with commercial vehicles and use of a public education vehicle emphasizing "No Zone" warnings.

STRATEGY III.1.6 Require that 25% of regular duty motor carrier safety inspections be performed roadside.

Roadside inspections are important in reducing the risks associated with the transportation of hazardous materials. Roadside inspections are beneficial in identifying national problems such as fatigued drivers or specific mechanical violations that seem to occur.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.1.7 Increase the number of Compliance Reviews and Audits conducted to no less than 50 annually through June 30, 2006.

These specialized enforcement initiatives will be part of newly created centralized command effort to direct the enhancement and overall effectiveness of such practices. Compliance Reviews are used to assess the safety posture of a motor carrier entity. Inspection, crash, and other data is used to help identify at-risk carriers which should be contacted for such assessments. Also, Compliance Reviews are effective in identifying those areas in which a motor carrier is experiencing difficulties that impact commercial vehicle safety.

Train additional Motor Carrier Safety troopers to perform carrier compliance reviews and audits.

Create a Compliance Review arm within the Motor Carrier Safety Unit assigning qualified personnel to conduct Compliance Reviews.

Add personnel to augment the Compliance Review arm of the Motor Carrier Safety Unit commensurate with the number of compliance audits to be performed.

STRATEGY III.1.8 Increase the number of State Police Troopers assigned to the Motor Carrier Safety Assistance Program by 25% by June 30, 2006.

Louisiana has experienced a drastic increase in commercial vehicle traffic. Commercial vehicle miles traveled each year in Louisiana has doubled in the past ten years. However, the Motor Carrier Safety Unit is still working at 1989 staffing levels. The lack of enforcement personnel makes providing an adequate enforcement presence extremely difficult.

Request additional positions through the annual budgetary process.

Solicit additional funding from the Federal Motor Carrier Safety Administration.

Have a pool of troop-stationed officers who are Motor Carrier Safety trained and qualified available for transfer to the Motor Carrier Safety Program when additional positions are established.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.1.9 Require 10% of regular-duty Motor Carrier Safety inspections be performed on vehicles transporting regulated hazardous materials by June 30, 2006.

Almost 50% of all regulated or hazardous materials either pass through or originate in Louisiana. The great quantities of hazardous materials passing through our borders require the need for greater regulatory attention to these classes of commercial carriers.

Train Weights and Standards officers in hazardous materials enforcement

Require troopers assigned to the Hazardous Materials Response Unit to inspect commercial vehicles transporting regulated hazardous materials during regular duty hours.

STRATEGY III.1.10 Installation of in-car computers for real time transfer of enforcement information

This feature enhances enforcement capabilities regarding out-of-service infractions, driver and hour-of-service violations. This technological advancement provides departure from traditional antiquated tactics of verifying potential safety violations, to real-time determination and mitigation.

Install in-car computers with applicable software in officer the vehicles qualified to perform motor carrier safety inspections.

Provide the means for local, state, and federal law enforcement agencies to transmit and deposit information discovered during roadside inspections into a national database for reciprocal law officer review.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS

<i>Output</i>	Number of Motor Carrier Safety compliance reviews conducted
	Number of Motor Carrier Safety inspections conducted
	Number of commercial motor vehicle moving violations
	Number of Motor Carrier Safety drivers-out-of-service violations
	Number of Motor Carrier Safety vehicles-out-of-service
	Number of Motor Carrier Safety vehicles-out-of-service
<i>Outcome</i>	Number of fatal commercial vehicle related crashes
	Amount of Motor Carrier Safety civil penalties collected

OBJECTIVE IV.1 To increase by 5% the number of commercial vehicles carriers weighed for overweight violations by June 30, 2006.

Studies have shown that vehicles traveling over 10,000 pound above their lawful load-bearing limits cause as much as 300% more damage to roads than vehicles operating at lawful weights.

STRATEGY IV.1.1 Increase the number of Weights and Standards Mobile Police Force officers by 50% by FY 2006.

Each weight enforcement officer is responsible for over 600 miles of state highways. This unfortunate reality means that most of Louisiana's secondary roads go virtually unprotected. Violators know that detection is improbable, thus increasing their likelihood of traveling overweight. The only effective way of protecting the structural integrity of our roads is to increase officer numbers and inspection activities. More over, weights and standards officers, on average, issue approximately 500 weight violation tickets annually. Penalties generated from this violation tickets generally measure about \$100,000 per officer making the placement of additional officers cost-effective.

STRATEGY IV.1.2 Implement the use of newly acquired semi-portable platform scales for volume weighing capabilities.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY IV.1.3 Development of special patrols tactics to readily identify trucks traveling at extreme weights.

STRATEGY IV.1.4 Require 10% of regular duty hours be worked during “off-peak” hours.

STRATEGY IV.1.5 Cross-train Department of Public Safety police officers assigned to other job disciplines to perform weigh duties.

PERFORMANCE INDICATORS

<i>Output</i>	Number of Weights and Standards vehicle inspections conducted Number of Weights and Standards violations cited
<i>Outcome</i>	Number of commercial carriers weighed for overweight violations Amount of Weights and Standards civil penalties collected

OBJECTIVE V.1 Increase by 25% the number of drivers screened for compliance with the state’s Compulsory Insurance Law by June 30, 2006.

Louisiana has a high non-compliance rate with its Compulsory Insurance law. It will only be through the aggressive enforcement of these statutes that we will see a reduction in the number of uninsured motorists. Enforcement of the Compulsory Insurance Law is the primary function of the Safety Enforcement Unit. The Safety Enforcement Unit was charged with the responsibility of picking up driver licenses of person whose operating privileges have been suspended or revoked by the Office of Motor Vehicles. A change in law preempts the need to pick up a suspended license before officially being declare under suspension or revocation. The Safety Enforcement Unit will re-direct its energies toward increasing voluntary compliance with the state’s Compulsory Insurance law.

STRATEGY V.1.1 Require 5% of regular duty hours be spent performing Compulsory Insurance enforcement and insurance checkpoints.

STRATEGY V.1.2 Perform insurance checkpoints in areas of the state that have a higher than usual degree of non-compliance.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY V.1.3 Coordinate checkpoint enforcement with appropriate State Police troop personnel to maximize effectiveness and operational efficiency.

STRATEGY V.1.4 Install in-car computers for real-time access to insurance files.

STRATEGY V.1.5 Develop special patrols initiative geared toward the apprehension of Compulsory Insurance violators.

STRATEGY V.1.6 Notification of offenders through files of the Office of Motor Vehicles for immediate registration and license plate removal.

PERFORMANCE INDICATORS

Output Number of drivers screened for insurance compliance

Outcome Percentage increase in the number of citations issued for Compulsory Insurance violations

Percentage of compulsory automobile insurance compliance

OBJECTIVE V.2 Maintain the number of Motor Vehicle Inspection Program inspections through June 30, 2006.

Motor vehicle inspections do more than safety checks. Qualified station inspectors check the validity of operator licenses, compulsory insurance certificates and vehicle registration. It is only through the maintenance of this program will Louisiana have a positive impact on vehicle safety.

STRATEGY V.2.1 Require quarterly checks of Official Motor Vehicle Inspection Stations

STRATEGY V.2.2 Utilization of covert inspections of MVI stations to check for compliance with applicable inspection law and regulations.

STRATEGY V.2.3 Imposition of civil penalties for violations of inspection law and regulations.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

<i>Input</i>	Number of MVI Stations statewide
<i>Output</i>	Number of MVI Stations inspected
	Number of officers conducting covert inspections
	Number of traffic citations issued for safety related violations
<i>Outcome</i>	Percentage change in number of violations reported
	Number of MVI Stations brought into compliance with existing laws

OBJECTIVE VI.1 Promote compliance of business engaged in the tow, recovery and storage of vehicles.

STRATEGY VI.1.1 Perform random inspections of tow and storage facilities.

STRATEGY VI.1.2 Perform annual inspections of wreckers that perform troop-initiated rotational calls.

STRATEGY VI.1.3 Random roadside inspections of wreckers

STRATEGY VI.1.4 Cite regulatory violations and impose civil penalties for such infractions.

PERFORMANCE INDICATORS:

<i>Output</i>	Number of Tow and Storage facilities inspected
	Number of Wreckers inspected
<i>Outcome</i>	Number of violations cited
	Number of civil penalty dollars collected

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE VII.1. To increase the number of training classes attended by 20% through June 30, 2006.

STRATEGY VII.1.1 Increase the number of Hazardous Materials responders by ten 10 positions providing two (2) responders for each Troop area to provide trained specialist to respond to and coordinate the mitigation of hazardous materials emergencies.

STRATEGY VII.1.2 Increase the proficiency of responders through continual specialized training programs.

STRATEGY VII.1.3 Provide seminars and other training sessions to local emergency response personnel.

STRATEGY VII.1.4 Increase the number of training classes provided by 40% through June 30, 2006.

STRATEGY VII.1.5 Respond to all respond able calls reporting hazardous material spills or violations.

PERFORMANCE INDICATORS:

Input Number of classes attended

Number of classes taught

Output Number of Right-to-Know chemical violations cited

Number of hazardous material transportation incidents

Number of hazardous material fixed site incidents

Number of hazardous material pipeline incidents

Efficiency Percentage increase in the number of training classes attended

Percentage increase in the number of training classes provided

Percentage of calls reporting hazardous material spills or violations responded to by State Police.

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE VII.2 To inspect 75% of licensed magazine facilities in accordance with the Explosive Control Act by June 30, 2006.

STRATEGY VII.2.1 Increase the number of explosive responders by two (2) positions providing five (5) explosive technicians for the state to respond to and coordinate the mitigation of explosive emergencies.

STRATEGY VII.2.2 Increase the proficiency of responders through continual specialized training programs.

STRATEGY VII.2.3 Increase the number of licensed magazine inspections conducted

STRATEGY VII.2.4 Increase the number of training classes provided by 40% through June 30, 2006 to local emergency response personnel, state education personnel, industry and other agencies needing information.

PERFORMANCE INDICATORS:

<i>Input</i>	Number of classes attended Number of classes taught
<i>Output</i>	Number of licensed magazine inspections conducted Number of licensed magazine facilities for which inspections are mandated
<i>Efficiency</i>	Percentage increase in the number of training classes attended Percentage increase in the number of training classes provided Percentage of licensed magazine facilities inspected

OBJECTIVE VIII.1 To provide 80% coverage by the DPS Police in the Capitol Park and surrounding state properties.

STRATEGY VIII.1.1 Replace all private security guards stationed throughout the capitol complex by June 30, 2006 with an additional 21 post-certified DPS officers.

STRATEGY VIII.1.2 Increase mobile patrol by vehicle and bicycles with an additional 20 DPS officer positions.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY VIII.1.3 Provide adequate staffing of the Capitol Park central monitoring station with 11 additional DPS police communication specialists.

PERFORMANCE INDICATORS:

Input

- Number of DPS officers
- Number of crash investigations
- Number of arrests made
- Number of citations issued
- Number of actual fire responses answered
- Number of other investigations conducted
- Number of protests/demonstrations monitored
- Number of theft investigations conducted

Output

- Total number of miles patrolled
- Number of vehicle miles patrolled
- Number of bicycle miles patrolled

Efficiency

- Percentage of Capitol Park covered by DPS Police

Public Safety Services

Strategic Plan 2001 - 2006

Criminal Investigations Program

Mission

The Criminal Investigations Program is to provide the citizens of Louisiana with a safer community through the delivery of aggressive, vigilant, and professional law enforcement service.

Philosophy

The Louisiana State Police Bureau of Investigations, through the operation of its Criminal Investigations Program, is committed to the suppression of criminal activity through vigorous enforcement of relevant statutes. The Criminal Investigations Program will continue to implement standards of proficiency and professionalism, making it a model for the nation.

GOAL I. The Criminal Investigations Program will suppress criminal activity by increasing detection of criminal activity and apprehension of perpetrators.

GOAL II. The Criminal Investigations Program will continue to enhance professionalism, proficiency and effectiveness of its employees.

GOAL III. The Criminal Investigations Program will enhance communication and cooperation with local, state and federal law enforcement agencies.

OBJECTIVE I.1 Increase the number of criminal investigations 10% by FY 2006.

The program realizes the importance of its mission to suppress criminal activity. Therefore, the program will fully utilize all available resources to aggressively investigate criminal activity resulting in an increase in the number of criminal investigations.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.1.1 Increase authorized investigative and support personnel positions as indicated in phase 2 of the manpower allocation model by FY 2006.

All vacancies within the Bureau of Investigation will be identified and there will be an effort to recruit the necessary number of motivated investigators to maintain the program at full strength. Also, additional personnel will be requested as indicated in phase 2 of the manpower allocation model.

STRATEGY I.1.2 The Narcotics and Detective sections will increase the number of criminal investigations initiated 10% by FY 2006.

The program will utilize all available resources such as grants, overtime, training and a full compliment of personnel in order to achieve a 10% increase in the number of criminal investigations.

STRATEGY I.1.3 Increase the number of fugitives apprehended 10% by the FY 2006.

The program plans to increase the number of fugitives captured through the enlistment of a greater number of informants and enhanced cooperation with other local, state and federal law enforcement agencies.

STRATEGY I.1.4 The Insurance Fraud section will increase the number of criminal investigations initiated 10% by FY 2006.

The program will utilize all available resources such as, overtime, training and a full compliment of personnel in order to achieve a 10% increase in the number of Insurance Fraud related investigations.

PERFORMANCE INDICATORS:

Input

Resource allocation

Output

Number of criminal investigations initiated

Number of felony arrests (GPI Narcotics, Detectives, and Insurance Fraud)

Number of fugitive arrests

Public Safety Services

Strategic Plan 2001 - 2006

<i>Outcome</i>	Percent change in personnel
	Percent increase in criminal investigations initiated
	Percent increase in number of arrests
	Percent increase in number of fugitive arrests
<i>Efficiency</i>	Number of criminal activity files per investigator
	Number of arrests per investigator

OBJECTIVE I.2 Increase the collection of criminal activity information 5% by increasing the development of both external and internal sources by FY 2006.

Collecting, evaluating and disseminating information on known or suspected criminal violators, groups or organizations is necessary to provide law enforcement with timely information which can affect the security, and welfare of the state and its citizens. Therefore, utilizing all available resources, the program will attempt to increase the collection of criminal intelligence by 5%.

STRATEGY I.2.1 Implement an integrated, compatible, and centralized case management system by FY 2006.

Currently, when seeking information on a known or suspected criminal, it is necessary to check each individual data base within the Department. Therefore, the program will implement a centralized case management system that will not only allow immediate and easy access to State Police information but to data gathered by other states which are participating in the Gulf South Initiative.

STRATEGY I.2.2 Increase computer forensic analyses 5% by FY 2006.

Criminals are quickly increasing their use of computers in conjunction with their criminal exploits. The program will provide its Technical Support Officers with the training and equipment necessary to facilitate a 5% increase in computer forensic analyses.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.2.3 Maintain and enhance the "Louisiana Most Wanted" flyer and web page.

The program will continue to make use of new technologies such as the Internet as a means of publicizing information related to wanted fugitives within the state.

PERFORMANCE INDICATORS:

<i>Input</i>	Resource allocation
<i>Output</i>	Implementation of a case management system Number of seized computers forensically analyzed Number of fugitives publicized
<i>Outcome</i>	Percent completion of the case management system Percent increase in seized computers forensically analyzed Percent increase in the number of fugitives publicized
<i>Efficiency</i>	Number of criminal activity files per investigator Number of computers analyzed per investigator Ratio of number of fugitives publicized to information received

OBJECTIVE II.1 Increase training opportunities available to investigators 10% by FY 2006.

The program realizes that training is necessary to maintain efficiency and professionalism. Advanced training, in any form, can enhance those qualities.

STRATEGY II.1.1 Identify formalized training sessions sponsored by outside entities.

Research will be conducted to locate and evaluate training offered by other law enforcement agencies as well as private entities specializing in educational needs which may improve the program's function. These will focus on particular and specific aspects of criminal investigations.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.1.2 Conduct internal training sessions.

Within operational units, utilizing the expertise of personnel already assigned to the Bureau of Investigation, the program will develop and institute formal training in specialized functions. This will be an ongoing training activity which will minimize training cost to the Department.

PERFORMANCE INDICATORS:

<i>Input</i>	Resource allocation
<i>Output</i>	Number of courses attended
<i>Outcome</i>	Percent increase in number of courses attended
<i>Efficiency</i>	Number of training courses per employee

OBJECTIVE II.2 Upgrade 30% of exiting computers, software and electronic equipment by FY 2006.

Computers have become an essential tool in the administration of State Police's philosophy and mission. However, it is necessary to continuously update the computers with the latest in technological advances.

STRATEGY II.2.1 Replace obsolete computers and equipment.

Utilizing state allocated funds and other funding sources, such as federal grants and programs, the program will replace approximately 30% of its antiquated computers and computer related equipment.

PERFORMANCE INDICATORS:

<i>Input</i>	Resource allocation
<i>Output</i>	Number of equipment purchases
<i>Outcome</i>	Percent increase in number of equipment purchases
<i>Efficiency</i>	Cost per employee

OBJECTIVE III.1 Increase other agency assistance 6% by FY 2006.

Experience has demonstrated that cooperation between law enforcement agencies is an effective tool in investigating criminal activity.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.1.1 Encourage investigators to assist other agencies with criminal investigations.

The sharing of information, technical resources and personnel have been proven to be effective in detecting, solving and/or preventing criminal activity. Therefore, investigators will be encouraged to nurture cooperation with other local, state and federal law enforcement agencies through personal contacts and the attendance of informational discussions or conferences.

STRATEGY III.1.2 Maintain multi-agency task force operations.

State Police will continue to participate in multi-jurisdictional task forces such as the Violent Crime Task Force, Organized Crime Task Force, the HIDTA Task Force and the Narcotics Task Force.

PERFORMANCE INDICATORS:

<i>Input</i>	Resource allocation
<i>Output</i>	Number of other agency assists Number of task force operations
<i>Outcome</i>	Percent increase in other agency assists Percent change in task force operations
<i>Efficiency</i>	Number of other agency assists per investigator Number of criminal activity files per task force investigators

Public Safety Services

Strategic Plan 2001 - 2006

Operational Support Program

Mission

Operational Support's role is to provide essential functions to support the traffic, gaming, and criminal programs. These services are performed by a number of diversified divisions within the Louisiana State Police. Operational Development, Technical Support Services, the State Police Crime Lab and DPS Police each supply services and information which are necessary to maintain a high level of professionalism. These programs assist uniform and plainclothes personnel daily in accomplishing their mission safely with the utmost competency. They also inform and educate the general public as well as departmental personnel.

Philosophy

It is necessary to continue to improve present services while attempting to create, develop and implement innovative programs in order to maintain leadership in law enforcement professionalism. The future of State Police is one in which dramatic changes wrought by technology will be the norm. In order to maintain the department's integrity, professionalism and compassion we must have information superiority: the capability to collect, process, and disseminate an uninterrupted flow of information. Information must flow within the department, to our public safety partners and to the general public. This serves to heighten the public's awareness of the capabilities of State Police demonstrating the many ways that individuals and groups can assist law enforcement to achieve mutual goals.

- GOAL I. The Operational Support Program will develop innovative initiatives through which the Louisiana State Police will achieve a position of excellence.
- GOAL II. The Operational Support Program will develop new and expanded programs to promote and achieve public safety.
- GOAL III. The Operational Support Program will seek adequate resources through legislative measures, federal grants and other sources to promote adequate staffing and equipment for the purpose of providing for the public health, safety, and welfare.

Public Safety Services

Strategic Plan 2001 - 2006

GOAL IV. To develop initiatives that expand ability of State Police to recruit and retain qualified personnel regardless of race, creed, color, sex, national origin, age, religion or physical handicap.

OBJECTIVE I.1 To become Commission on Accreditation for Law Enforcement Agencies (CALEA) accredited by June 30, 2004.

The Commission on Accreditation for Law Enforcement Agencies, Inc was formed in 1979 to establish a body of standards designed to (1) increase law enforcement agency capabilities to prevent and control crime; (2) increase agency effectiveness and efficiency in the delivery of law enforcement services; (3) increase cooperation and coordination and coordination with other law enforcement agencies and with other agencies of the criminal justice system; and increase citizen and employee confidence in the goals, objectives, policies and practices of the agency. There are 439 standards that reflect the best professional requirements and practices for a law enforcement agency.

STRATEGY I.1.1 Make application to the Commission to determine eligibility of the State Police to become accredited.

STRATEGY I.1.2 Create a T.O. for an accreditation manager.

STRATEGY I.1.3 Accreditation Manager initiates agency self-assessment which involves a thorough examination of the agency to determine its compliance with the 439 applicable standards required for accreditation.

STRATEGY I.1.4 Representatives of the Commission will conduct an on-site visit to verify the agency's compliance with all applicable standards.

STRATEGY I.1.5 Commission reviews the final report from the assessment team, receives testimony from agency personnel, assessors and staff.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.1.6 If satisfied that the agency has met all compliance requirements, the Commission awards the agency accredited status.

STRATEGY I.1.7 Submit annual reports to the commission during the 3 year accredited period to attest continued compliance and report changes or difficulties experienced during the year.

PERFORMANCE INDICATORS

<i>Input</i>	Number of applicable CALEA standards
<i>Output</i>	Number of applicable CALEA standards that State Police are in compliance
<i>Outcome</i>	Percentage of standards in which State Police are CALEA compliance

OBJECTIVE I.2 To complete and implement a systematic manpower allocation analysis for all sections within State Police to determine required personnel versus appropriated T.O.

Using formulas developed by the Northwestern Traffic Institute and other recognized law enforcement institutes, a scientific model will be used to determine the manpower requirements necessary to accomplish State Police's mandated mission. Phase I focuses strictly on manpower requirements for traffic enforcement. Phase II will focus on all other areas of State Police.

STRATEGY I.2.1 Complete and implement Phase I Manpower Allocation Model - Traffic Program

STRATEGY I.2.2 Complete and implement Phase II Manpower Allocation Model - All other programs.

STRATEGY I.2.3 Develop a geographical assignment outline to determine optimal use of T.O.

STRATEGY I.2.4 Allocate personnel to and distribute them within all organizational components in accordance with the Manpower Allocation Model.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS

<i>Output</i>	Phase I - Manpower Allocation Model - Traffic Program complete Phase II - Manpower Allocation Model - Other Programs completed
<i>Outcome</i>	Phase II - Manpower Allocation Model - Traffic Program implemented Phase II - Manpower Allocation Model - Other Programs implemented

OBJECTIVE I.3 Increase electronic dissemination of all criminal history information by 98% by June 30, 2004.

The Bureau of Criminal Identification and Information, within the Technical Support Services Section will capture 98% of felony, violent misdemeanor, and DWI arrest records electronically by using the Automated Fingerprint Identification System (AFIS) and a computerized disposition reporting system in order to provide accurate reporting of criminal history information to local, state, and federal agencies, including the FBI, by the year 2004.

STRATEGY I.3.1 Fill vacancies and increase T.O. to comply with all legislatively mandated functions assigned to State Police and to reduce the current backlogs.

Many positions offer relatively low pay while the work can be very demanding and knowledge intensive. When a new employee is hired, it takes approximately six months to train them to be marginally acceptable. These factors have resulted in a turnover rate equivalent to 200% of the authorized manpower level. We will ensure the Bureau has sufficient personnel and proper organizational structure by again, requesting a Civil Service upgrade based on the unreasonable turnover rate.

STRATEGY I.3.2 Implement electronic disposition reporting.

The Bureau will receive and efficiently integrate into the Louisiana Computerized Criminal History (LACCH) system arrest dispositions reported by the Louisiana Supreme Court.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.3.3 Specialize tasks.

A system will be developed to expedite the expungement order process. Personnel will be assigned to a specific part of the total process, allowing them to become more efficient and effective.

STRATEGY I.3.4 Encourage increased law enforcement usage of the Automated Fingerprint Identification System (AFIS) for reporting applicable records.

STRATEGY I.3.5 Increase use of new technology.

By increasing coordination, collection, storage, and dissemination of relevant and accurate criminal justice information maintained in separate databases, we will improve public safety and the efficiency of the criminal justice system. A complete rewrite of the Louisiana Computerized Criminal History (LACCH) in conjunction with major users and law enforcement organizations will be done. LACCH will be integrated with other databases such as MOTIONS, Sex Offender Registry, Motor Vehicles, and Public Records. The Bureau will increase the available criminal history information by linking the Automated Fingerprint Identification System (AFIS) with the International Automated Fingerprint Identification System (IAFIS), thus creating a network with other AFIS systems around the country.

STRATEGY I.3.6 Implementation of participation with the Interstate Identification Index

The Bureau will implement participation in the Interstate Identification Index (III). This is a system to allow other states direct access the detail criminal history files contained in the Louisiana Computerized Criminal History database. Participated in this process is required by the FBI in order for the State of Louisiana to continue to receive federal criminal justice funding. This process should be operational by June 30, 2003.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.3.7 Implementation of electronic submission of arrest information to the FBI

Reporting of all felony and serious misdemeanor arrests to the FBI is mandated by federal law. The Bureau will complete a modification to the statewide Automated Fingerprint Identification System (AFIS) to allow fingerprints and other demographic data associated with arrests to be electronically submitted to the FBI, minutes after the arrest. This project will be operational by June 30, 2002.

STRATEGY I.3.8 Participation with the Integrated Criminal Justice Information System (CJIS) Policy Board

State law mandates that State Police be a member, and participate with ICJIS. All of the systems operated by the Bureau are a part of the statewide systems that ICJIS are charged to ensure compatibility with other computerized statewide systems.

PERFORMANCE INDICATORS

Input

Number of LACCH users
Number of AFIS users
Number of Latent requests
Number of bookings statewide per year
Number of expungements received per year
Number of criminal record ID applicants received per year

Output

LACCH inquiries per year
AFIS inquiries per year
Number of Latent requests processed
Number of criminal histories added per year
Number of expungements processed per year
Number of criminal record ID applicants processed
Number of bookings processed on AFIS live scans per year
Number of criminal inquiries provided to other states
Number of arrest submitted electronically to the FBI

Public Safety Services

Strategic Plan 2001 - 2006

Outcome

Percentage increase in LACCH and AFIS usage
Percentage increase of arrest records with dispositions

OBJECTIVE I.4 Decrease the time it takes to provide a copy of a State Police investigated traffic crash to three days after completion of the report, by fiscal year 2004-2005.

The Traffic Records Unit will serve as the central repository for all crashes investigated by the State Police. In order for victims, insurance companies, and governmental officials to make timely and informed decisions after a traffic crash, they must have a copy of the report. The repository will be maintained such that interested parties can obtain copies of the reports or the data they contain, within seven working days after the crash investigation is complete.

STRATEGY I.4.1 Increase the use of new technology.

Traffic Records will develop and implement a system which allows for the electronic imaging and storing of all crash reports investigated by each of the nine State Police troops. With the imaging and storage system in place we can then implement a system which permits the sale of electronically imaged crash reports investigated anywhere in the state from each State Police troop.

STRATEGY I.4.2 Provide convenient service to the citizens of Louisiana.

The Traffic Records Section at Headquarters will provide walk-in customer service for those customers wishing to purchase crash reports without going to a State Police troop. We will provide legal entities, such as the Highway Safety Commission (HSC) and the Department of Transportation and Development (DOTD), with almost instant access to crash data which in turn will permit quicker analysis and response by agencies concerned with highway and traffic safety. Additionally, the Traffic Records Section will serve as the custodian of all traffic citations issued by officers within State Police.

STRATEGY I.4.3 Sale of Crash Reports to from the nine (9) Troops

Public Safety Services

Strategic Plan 2001 - 2006

Traffic Records will provide the nine (9) Troops electronic capability to receive and sell Crash Reports to the public. The hours of operation and Troop Address are available to the public on the official State of Louisiana's Web site.

STRATEGY I.4.4 Sale of Crash Reports via the Internet (e-commerce)

Data Processing will develop the capability to allow Traffic Records to sell Crash Reports via the Internet (e-commerce) by June 30, 2002.

PERFORMANCE INDICATORS

<i>Input</i>	Number of crash reports electronically imaged and stored Number of traffic citations stored
<i>Output</i>	Number of reports sold at the troops Number of reports sold to walk-ins at Traffic Records Number of reports provided to HSC and DOTD Number of historical searches of stored traffic citations Number of reports sold via the Internet
<i>Outcome</i>	Percentage increase in reports sold at the troops Percentage decrease in reports sold at Traffic Records Percentage decrease in turn-around time availability of reports to the public Percentage increase in reports provided to HSC and DOTD Percentage decrease in turn-around time availability of reports to HSC and DOTD Percentage increase in historical searches of stored traffic citations

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.5

The Concealed Handgun Permit Section within Technical Support Services will issue to only qualified Louisiana Citizens, concealed handgun permits and commissions. Additionally, the Concealed Handgun Permit Section will approve only those applications that are properly completed for Firearms registration or Firearm Dealers, Importers, or Manufacturers as required under current Louisiana Law.

It is necessary to ensure adequate resources are available to efficiently and thoroughly process concealed handgun permit applications, as well as ensure that permittees remain informed and in compliance to retain their permits.

STRATEGY I.5.1 Seek legal changes to improve the Concealed Handgun Permit Law and inform permittees and law enforcement of those changes.

Public safety will improve by increasing information to permit holders and law enforcement regarding statewide concealed handgun permits. This can be accomplished by continuing to distribute an informational newsletter regarding concealed handgun permits, issues and legislative changes. Concealed handgun permit information on the Internet web page will be continually updated and enhanced.

The Unit is responsible to the public we serve to amend the concealed handgun permit law pertaining to training requirements, mental health criteria, renewal qualifications, and the application process as problems or new initiatives present themselves. The Unit will enter into reciprocity agreements with states whose qualification requirements are substantially the same or are more restrictive than our own.

Law Enforcement can be directly impacted by conducting educational seminars, developed specifically for their personnel, on violations and duties of permit holders. The Bureau will also establish and expand law enforcement access to the concealed handgun permit database.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.5.2 Increase enforcement efforts and operating efficiency.

The Unit will conduct annual criminal history reviews and mental health checks of permit holders. This will improve our ability to locate unsuitable permittees and take proper enforcement action. In order to improve operating efficiency a method to periodically monitor the monthly rate of applications and processing time will be developed. When implemented this will ensure that unit staffing will be consistent with the renewal workload.

STRATEGY I.5.3 Acquire and maintain adequate staffing.

The unit is presently staffed with a combination of permanent and temporary positions. As a result, as soon as the temporary employees have an opportunity to gain permanent employment, they leave the unit. It is necessary to request additional funds to convert temporary positions to permanent position resources. This will ensure unit staffing will be consistent with renewal workload.

STRATEGY I.5.4 Seek legal changes to improve the laws governing the issuance of Special Officer and other commissions as well as One-Year Concealed Handgun Permits. Further, to inform permittee's and Law Enforcement of those changes and other issues concerning those permits and commissions.

Public Safety will improve by increasing information to those Law Enforcement agencies and permittees holding commissions or permits issued by this Section. This can be accomplished by distribution of an informational newsletter regarding these commissions and permits. Additionally, information concerning these commissions and permits may be placed on an Internet web page thus increasing access to information. Law Enforcement agencies can be directly impacted by conducting educational seminars developed specifically for their personnel on the documentation required and methods of processing. This will expand these agencies knowledge of the limitation of those commissions and increase processing efficiency.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.5.5 Acquire and maintain adequate staffing

The task of issuance and oversight of these commissions and permits was assigned to the Concealed Handgun Permit Section without an increase in staffing as a result, the time frame for processing and issuance of all permits and commissions has increased. It is necessary to attempt the creation of an analyst type position to handle the processing and issuance of these commissions and permits. This will result in an increase in Public Safety as Law Enforcement Officers can be commissioned on a timely basis.

STRATEGY I.5.6 Upgrade and enhance current database within section to provide method of inputting and tracking applications for commissions and one year concealed handgun permits.

This Section received the task of issuance of commissions and permits without an appropriate computer database within which to enter application information. The Section will attempt to merge current information into a database thus increasing greater processing efficiency. This will increase the Sections ability to process and track the information on applicants for commissions and permits.

STRATEGY I.5.7 Seek to improve the Firearms Data Base so that information on firearms registration is available to the law enforcement agencies, and prosecutors of this state.

Public safety will improve by increasing the information available to law enforcement agencies with regard to where legally defined firearms are stored and who has registered to possess said weapons. This can be accomplished by enhancement/upgrades to the current Firearms Data Base and with the assistance of the Bureau to allow for remote access by Law Enforcement Agencies.

Successful prosecution of persons in violation of the statutes regarding legally defined firearms will increase if the information is available to the prosecutors of this state. This can be accomplished by creating a process for release of the Firearms Registration Data.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.5.8 Increase operational efficiency.

In order to improve operating efficiency a method to periodically monitor the monthly rate of applications and processing time will be developed. When implemented this will help to ensure that Section staffing will be consistent with the Departments legally required task. This monitoring will also help to define areas that can be improved upon.

STRATEGY I.5.9 Seek to update the firearms registration laws so that public safety is improved.

The Section will conduct annual reviews of the firearms registration laws of both the state and federal government. Changes to the application process should be made so that the applications conform to both state and federal law. This will help to ensure that no application is approved that should not be. The firearms registration laws have not been changed in recent years. The current laws should be reviewed and assessed for possible changes to them. Proposed changes should help to increase safety of the general public while minimizing the restrictions of a Louisiana citizen's constitutional rights. If changes are approved by the Legislature then, the law enforcement agencies, prosecutors and persons registered with the state should be notified. This could be accomplished by the establishment and maintenance of a Firearms Registration Web site. The site would contain information on Firearm Laws of this state and access links to the Federal Agencies that handle Firearms Registration.

STRATEGY I.5.10 Seek to acquire and maintain adequate staffing.

The task of issuance of approval for firearms registration was assigned to the Concealed Handgun Permit Section without an increase in staffing as a result, the time frame for processing and issuance of all commissions, permits, and registrations has increased. It is necessary to attempt the creation of an analyst type position to handle the processing and issuance of these approvals. This will result in an expedited approval process with the end result being an increase in Public Service and Public Safety by having a timely and up to date firearms registration process.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS

<i>Inputs</i>	Total number of applications received of each type
	Total number of applications for renewal received of each type
<i>Outputs</i>	Number of permits issued by each type
	Number of permits denied by each type
	Number of permits suspended by each type
	Number of permits revoked by each type
	Number of permits renewed by each type
<i>Outcome</i>	Percentage increase in the number of permits issued by each type
	Percentage decrease in the time to process an application by each type
	Percentage increase in the number of applications by each type
	Percentage increase in the number of applications approved of each type

OBJECTIVE I.6 Headquarter Communications will implement and maintain a new testing method for certification of operators on Louisiana Law Enforcement Telecommunication System (LLETS).

It is essential for public safety that accurate information is accessible to criminal justice agencies through the National Crime Information Center (NCIC) and National Law Enforcement Telecommunications System (NLETS). Part of the mission of HQ Communications is to monitor and enforce rules, regulations, and policies related to NCIC and NLETS use by Criminal Justice agencies in Louisiana. This is accomplished by training users and monitoring transaction history. Additionally, HQ Communications must ensure that only trained and certified users gain access to the system. HQ Communications ensures proper training and use by providing follow-up testing of all users and monitors certifications electronically. This new testing method will provide more accurate feedback and ensure integrity in the testing and training methods.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.6.1 Provide equipment, programming and personnel.

HQ Communications plans to provide sufficient additional personnel to perform training, testing, and records management of all users. It will acquire equipment to automate the testing and grading functions. To ensure accountability and manageability of the certified user database as well as the testing instrument HQ Communications will secure programming from Data Processing or through outside vendors. Furthermore, to maintain efficiency the Unit will monitor the process and perform a needs analysis for an increase in users continually evaluating new and emerging trends for upgrade consideration.

STRATEGY I.6.2 Establish written guidelines and enforce system security standards for use of, and access to the Louisiana Law Enforcement Telecommunications System (LLETS).

These guidelines will encompass the selection, supervision and termination of personnel, and policy governing the operation of computers, access devices, circuits, hubs, routers, firewalls, and other components that make up and support the telecommunications network.

STRATEGY I.6.3 Headquarters Communications will implement new auditing methods for NLETS/NCIC to ensure the quality and integrity of information exchanged on the NLETS/NCIC systems or compliance with rules, regulations, and policies of the NLETS/NCIC systems.

This is accomplished by auditing user agencies as required under NCIC guidelines. The enhanced audit program will provide feedback regarding the training program and will identify security and policy violations. This enhanced program will integrate the NCIC model into our state model.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.6.4 Provide personnel, programming, and equipment.

The Unit must provide sufficient additional personnel to perform auditing and reporting of agencies using the NCIC/NLETS systems. Additional training from outside sources will be provided to ensure auditors are properly trained. HQ Communications will also provide additional equipment to enhance the ability of the auditors to evaluate and document audit findings. Furthermore, the Unit will secure programming from Data Processing or through outside vendors to provide integration and automation of the audit information.

PERFORMANCE INDICATORS

Input

Number of certified users
Number of current employees
Number of agencies audited

Outcome

Error rate on LLETS and NCIC

Efficiency

Number of users per support employees
Number of error transactions on the NLETS system
Number of violations and errors identified
Number of violations and errors reported

OBJECTIVE 1.7 The Bureau will maintain the registration of sex offenders and management of the information with integration into AFIS/LACCH and the Internet to notify all criminal justice agencies of the location of convicted child predator and Sex Offenders by June 30, 2003.

STRATEGY I.7.1 Register, track, and monitor the activities of registered offenders.

The Unit will collect, store and disseminate sex offender registration information. It will coordinate and cooperate with contributing agencies to establish efficient and accurate submission of registry information.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.7.2 Identify and obtain resources.

The Unit will locate resources to allow for electronic connectivity to the national database of fingerprint information.

STRATEGY I.7.3 Obtain staffing for managing the "Sex Offender and Child Predator Registry."

The unit will seek to obtain funding and positions to properly support the function through the Legislature or alternative sources of funding.

PERFORMANCE INDICATORS

Output

Number of sex offender registrations conducted per year

Number of address verifications per year

Number of criminal justice agencies notified of convicted Child Predator and Sex Offenders

Outcome

Percentage of criminal justice agencies notified of convicted Child predator and Sex Offenders

Number of warrants arrested for non-compliance

Number of additional persons arrested due to the availability of information on the Sex Offender Registry

OBJECTIVE I.8 The DPS Police/Physical Security will provide security at the Holden, Walker, and ATAP training facilities by 2005.

STRATEGY I.8.1 Provide Security assessments to determine manpower and security needs.

An assessment will be conducted at each site to determine all needs. This will enable planning for a secure facility.

STRATEGY I.8.2 Establish a line of communications with all departmental sections.

Meetings will be initiated with the various sections to determine that all security needs are met and adhered to.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.8.3 Evaluate New Technologies

DPS Police will continually evaluate all new technologies and update equipment to provide for a safe and secure environment.

PERFORMANCE INDICATORS:

<i>Input</i>	Number of incidents occurred
<i>Output</i>	Number of incidents handled
<i>Outcome</i>	Percentage of incidents solved

OBJECTIVE II.1 The Operational Development Section will increase alternate funding sources by 10%.

Operational Development will fully identify, justify, and acquire sufficient resources to effectively accomplish agency mission requirements by the year 2005.

STRATEGY II.1.1 Train personnel.

Section personnel will be trained to locate existing or alternative funding sources to meet agency goals and objectives. They will write local, state and national grants, thereby securing sufficient funds for program initiatives.

PERFORMANCE INDICATORS

<i>Input</i>	Amount of alternate funding
<i>Outcome</i>	Percentage of successfully written grants Percentage increase in funding dollars awarded

OBJECTIVE II.2 The Operational Development Section will increase public awareness of safety issues by 50% through educational efforts by the year 2003.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.2.1 Update and enhance the Internet web site icon.

Operational Development Section has created and implemented an Internet web site icon that provides safety information, children's programs and answers to the most commonly asked questions. Because society is fluid so are the questions they ask of their law enforcement agencies. This necessitates continual research and updating of the site icon.

STRATEGY II.2.2 Continue to conduct a comprehensive safety campaign.

The campaign encompasses large-scale advertising including billboards, radio, TV and print media. It also involves an ongoing expansion of school programs in the form of lectures and demonstrations. The locations, types of media exposure, and lectures/demonstrations will change as the needs of the program progress.

STRATEGY II.2.3 Conduct "Train the Trainer" classes.

These classes will certify Public Information Officers and other commissioned personnel as instructors in various safety related areas including but not limited to seatbelt installation, mock crash demonstrations and driver's education/safety programs.

STRATEGY II.2.4 Conduct training courses for commissioned personnel, other law enforcement agencies and safety groups.

State Police will assist its public safety partners by conducting classes on subjects such as crisis media management and media relations.

STRATEGY II.2.5 Develop and establish Youth Development camps for children.

State Police will create and implement programs which will expose the children to safety training and self-confidence/leadership training. These children will be selected by their local school systems to participate in lectures and demonstrations involving subject that challenges them on a daily basis.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.2.6 Increase the number of public information meetings and public forums.

The Operational Support Program will conduct public information meetings and forums to obtain feedback from the public, and to educate the community concerning our programs designed to promote safety. These forums will help to personally introduce State Police as a coalition of professional individuals to the people we serve. This one on one interaction will further enhance the ability of those we serve to understand and effect change.

STRATEGY II.2.7 Establish a network with law enforcement executives and safety groups.

Networking with law enforcement and safety group executives will develop a think tank atmosphere where new ideas can be openly discussed and exploited.

STRATEGY II.2.8 Develop new programs and expand existing programs which will promote public safety.

State Police will expand on programs such as Buckles, seatbelt education for 4th- 6th graders, Newton's Law, physics based vehicle education for high school and college students and Impaired Driving Programs for adults of all ages. The expansion of these programs and development of new programs like these continues to improve the public's understanding of safety issues.

STRATEGY II.2.9 Establish liaison with other law enforcement agencies and safety groups to assist in the implementation of programs which reflect evolving safety concerns.

These contacts would be interactive providing current information on public safety trends and issues. The more relevant, cutting edge information we receive and disseminate the better we can serve our department, our public safety partners and the public.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS

<i>Output</i>	Number of “Train the Trainer” courses conducted
	Number of training courses offered to public
	Number of Youth Development camps conducted
	Number of people attending meetings and forums
<i>Outcome</i>	Percent of increase in web site visits
	Percent of trained personnel certified
	Percent increase in public information meetings and public forums

OBJECTIVE III.1 The Crime Laboratory will maintain American Society of Crime Laboratory Directors/Laboratory Accreditation Board (ASCLD/LAB) accreditation to significantly improve laboratory operations through June 30, 2006.

This is a voluntary program in which any crime laboratory may participate in order to demonstrate that its management, operations, personnel, procedures and instruments, physical plant and security, and personnel safety procedures meet certain standards. The accreditation process is one form of a quality assurance program, which may be combined with proficiency testing, continuing education and other programs to help the laboratory strive to give better overall service to the criminal justice system.

STRATEGY III.1.1 Maintain an internal Quality Assurance Unit.

The highest tasking “priority” is to maintain a Quality Assurance (QA) Unit capable of dedicating 100% work performance toward accreditation and internal audit capabilities. The unit has clear responsibility for developing a position of excellence in each forensic science unit. The QA Unit will be composed of one supervisor and three QA Forensic Scientists. It will have the capability of developing an internal audit team who will bring objectivity to the laboratory.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.1.2 Maintain a quality assurance mechanism for maintaining accreditation.

It is the intent of the Crime Laboratory to maintain a Quality Assurance (QA) System. The Crime Laboratory seeks to maintain ASCLD/LAB accreditation by meeting the established quality assurance standards as outlined in the Laboratory Accreditation Board Manual. We will seek to dedicate a full-time effort to ASCLD/LAB accreditation, without effecting current production objectives. It is required that a crime laboratory participate in a program or combination of programs. In order to assure the quality of crime laboratory work on a continuous basis, a two-phase program needs to be in place. The first phase involves the initial training and proficiency testing of forensic analyst in each discipline in which they are expected to examine physical evidence. The second phase of a valid QA program is the verification necessary to insure that the quality of each analyst's work is maintained on an on-going basis.

STRATEGY III.1.3 Hold all forensic science units to ASCLD/LAB standards as outlined in the Laboratory Accreditation Board Manual.

All State Police Crime Laboratory Forensic Science Units will be held to the standards outlined in the Laboratory Accreditation Board Manual, internal Policy and Procedure and the State Police Laboratory Quality Assurance Manual. The primary purpose of holding all forensic science units to accreditation standards is to assure the quality of analytical results that are provided to the Criminal Justice system. The importance of accuracy of forensic findings is recognized by the membership and Board of Directors of the American Society of Crime Laboratory Directors who support the implementation of strong quality assurance programs in the nation's crime laboratories. The Louisiana State Police is a member agency of the ASCLD/LAB.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.1.4 Implement corrective action to eliminate deficiencies identified by internal audits.

In order to maintain ASCLD/LAB accreditation each Forensic Science Unit will initiate appropriate corrective action as a follow up to all internal audits. Internal audits are a valid indicator to the Director of the laboratory's proficiency. Documentation and implementation of corrective action is an important tool in achieving compliance with ASCLD/LAB requirements and maintaining excellence in the laboratory

STRATEGY III.1.5 Perform yearly audits to maintain compliance.

It is expected that the State Police will continue to meet the standards under which it was accredited for the five-year duration of the accreditation period. It is imperative that yearly audits are conducted to demonstrate consistent compliance with essential, important, and desirable criteria.

STRATEGY III.1.6 Renew ASCLD/LAB accreditation every five years.

Request reinspection every five years to maintain accreditation and meet quality assurance. Accreditation shall be for a period of five (5) years and shall commence on the date the ASCLD/LAB approves accreditation. Re-accreditation or continuation of accreditation will require a new evaluation and on-site inspection. Whether or not an accredited laboratory continues to meet the standards set forth by the ASCLD/LAB determines its suitability for re-accreditation or continuation of accreditation.

STRATEGY III.1.7 Notify ASCLD/LAB of "changes in service" once Forensic DNA and CODIS are fully operational and conduct a self-evaluation of all criteria that apply to the new service in the annual "Accreditation Review Report"

PERFORMANCE INDICATORS

Outcome Percentage forensic science units compliance with ASCLD/LAB

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE III.2 The Crime Laboratory will utilize *JusticeTrax* to ensure accountability of evidence and scientific analysis by June 30, 2003.

JusticeTrax is a laboratory information management system designed to meet the data processing and information management needs of the Louisiana State Police Crime Laboratory. It compiles and maintains information relating to crime laboratory cases such as case evidence, chain of custody information, information relating to suspects and victims, and request for analysis from submitting agencies. The system also provides bar coding and report generation.

The objective is to provide the most effective information system available to conduct our business. The system will reduce our turn around time from the forensic scientist to the law enforcement customer to within 30 days.

STRATEGY III.2.1 Evaluate new and emerging trends for upgrade consideration of crime laboratory capabilities.

The Crime Laboratory *JusticeTrax* coordinator in cooperation with Data Processing and JusticeTrax Incorporated will develop application capabilities to assist the Director in improving forensic science technical and managerial capabilities. We will explore the use of the INTERNET as a potential Pre-Log application for future research and development to speed communications with the law enforcement customer, the district attorney and the court. Additionally we will explore the development of information programs for law enforcement agencies, provide guidelines and policies for posting of the home page.

STRATEGY III.2.2 Generate scientific reports for analysis within the *JusticeTrax* laboratory information management system.

JusticeTrax is a laboratory information system designed specifically for the forensic laboratory. The multi-disciplinary nature of the crime laboratory

Public Safety Services

Strategic Plan 2001 - 2006

requires software that is flexible enough to handle the different types of information, yet focused on the specific requirements of forensic analysis.

JusticeTrax provides us with complete case management that enables the forensic science laboratory supervisor and Director to track all requests for analysis and the ability to generate statistical reports for easy monitoring and control. This provides management a sophisticated caseload tool. The system further provides the scientist a record of all analysis and the associated results, as well as fast laboratory reporting integrated with word processing.

The laboratory will continue to improve the reporting system through 2005 further providing management the enhanced ability to monitor internal activity and productivity.

STRATEGY III.2.3 Implement case pre-log system to accommodate users.

Law enforcement customer agencies submitting evidence for analysis will be asked to use a computer application called the Pre-Log application to generate a computer file containing information related to the evidence submission. This computer file will be uploaded into the *JusticeTrax* database at the time of submission. Pre-logging cases both facilitates the process of logging evidence for analysis and contributes to the data integrity of case related information. The application will be provided to law enforcement customers. There will be no charge to the law enforcement customer agency for the Pre-Log application and the Crime Lab will provide training on using the pre-log to customers.

PERFORMANCE INDICATORS

<i>Input</i>	Number of requests for analysis
<i>Output</i>	Number of requests for services analyzed
	Number of requests entered into <i>JusticeTrax</i>
	Number of major agencies placed on pre-log operations
<i>Outcome</i>	Percentage reduction in turnaround time

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE III.4 Implement the DNA Detection of Sexual and Violent Offenders Act by compiling with the 1997 State Data Banking Law.

The objective of the State Police Crime Laboratory Forensic DNA program is to meet the crime scene needs of state, parish, local and federal law enforcement agencies. Forensic DNA testing is the identification and evaluation of biological evidence in criminal matters using DNA technology. As a result of DNA testing a profile is developed and then checked against the state database and Combined DNA Indexing System (CODIS) at the national level. This program will serve as a tool for identifying the perpetrators of crime. It will promote the sharing and exchange of DNA identification records on a national level by law enforcement agencies through Combined DNA Index System (CODIS). The law requires DNA samples to be collected from incarcerated individuals convicted of numerous specific offenses prior to their release from the Department of Corrections. The law also requires that a sample be taken from an individual upon arrest for similar offenses.

The Louisiana State Police Crime Laboratory will coordinate the efforts of a number of state law enforcement agencies. The Crime Laboratory will coordinate the collection, testing, data management, and public relations required to provide the state with a useful DNA data bank which will serve as a tool for identifying the perpetrators of crime.

STRATEGY III.3.1 Perform staff needs analysis and fully staff the Forensic DNA Unit.

A Forensic DNA laboratory shall have a managerial staff with the authority and resources needed to discharge their duties and meet the requirements of the standards in this document. The laboratory is required to have a technical manager or leader who is accountable for the technical operation. Furthermore the laboratory must specify and document the responsibility, authority, and interrelation of all personnel who manage, perform, or verify work affecting the validity of the DNA analysis.

Public Safety Services

Strategic Plan 2001 - 2006

The required personnel to fully staff the Forensic DNA Unit is based on one supervisor, one technical advisor, six analyst, and two technicians. With adequate funding and staffing the unit can meet minimum casework goals of 720 total cases a year.

STRATEGY III.3.2 Attend training to learn DNA analytical theory, methodologies and techniques.

A forensic DNA laboratory is required to have personnel which have the education, training and experience commensurate with the examination and testimony provided in the DNA Advisory Board Standards. The laboratory must have written job descriptions, have documented training programs and maintain relevant personnel records.

STRATEGY III.3.3 Establish necessary protocols, quality control/assurance, documentation, and review process.

The laboratory shall use validated methods and procedures for forensic casework analyses. All developmental validation that is conducted shall be appropriately documented. All novel forensic DNA methodologies shall undergo developmental validation to ensure accuracy, precision and reproducibility of the procedure.

STRATEGY III.3.4 Continue to contract with a vendor to confirm results and validate the Laboratory methods.

Continue to contract with a Technical Manager or Advisor for Forensic DNA oversight. Without a technical manager the Forensic DNA program will cease to exist based on DNA Advisory Board Standards. The technical manager is responsible for evaluating all methods used by the laboratory and for proposing new or modified analytical procedures to be used by examiners. The Technical Manager is responsible for technical problem solving of analytical methods and for the oversight of training, quality assurance, safety and proficiency testing in the laboratory.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.3.5 Develop the Louisiana State Police CODIS Unit within the State Police Crime Laboratory.

The CODIS Unit will be specifically designed to administer the state's *Combined DNA Index System* (CODIS) program. Hits will be made on offenders only after the evidence data is available. The unit will provide the evidence data necessary to search the database from two sources, current crime scene evidence and stored and archived evidence. The unit will also develop the rules and procedures needed to be written and presented to the public and all associated agencies. In addition, based on the experience of other states currently performing CODIS testing, legal challenges will be made on the testing program.

The CODIS Unit will be housed in approximately 1200 square feet of developed office space. Eleven full-time staff will be required to meet the anticipated workload of the program.

STRATEGY III.3.6 Develop the operational procedures for the collection, testing, indexing, analysis and match of a DNA samples.

While the testing of the samples will be conducted by an outside contracted laboratory, the first step in the process is the collection of samples from the offender. In order to completely process a sample it will be necessary to develop extensive operational procedures.

STRATEGY III.3.7 Coordinate the commitment and resources of other criminal justice agencies.

The State Police Crime Laboratory is responsible for coordinating the CODIS project, however, the success of the Louisiana CODIS Program will also require the commitment and resources of a number of local, state and federal agencies. Each agency will play a vital role in the processing of the samples and the success of the program.



Public Safety Services

Strategic Plan 2001 - 2006

The State Police CODIS Unit will communicate with members of the agencies as to their individual responsibilities under law and educate and train the employees so that they are made aware of the benefits that this program will bring to the state.

STRATEGY III.3.8 Coordinate the identification and collection of a DNA sample upon arrest of a offender.

Samples will be collected from two types of offenders, individuals arrested and individuals currently incarcerated. The majority of the individuals are booked by the sheriffs using the AFIS system. The system will quickly and accurately identifies an individual based on his fingerprints. The system will be modified to contain a field that will alert the booking officer to the fact that a DNA sample needs to be collected from an individual based on whether a sample has been previously collected and the offense that was entered into the AFIS system.

STRATEGY III.3.9 Coordinate the collection of a DNA sample upon release of a offender from the Department of Corrections (DOC).

Upon legislative funding to implement the program, convicted prisoners (for the crimes enumerated by law) will not be released without providing a DNA sample. Set collections will be scheduled with each facility with the frequency of collections being based on the number of inmates scheduled to be released in the next month. The DOC would be responsible for maintaining in the computer data base the DNA collection information and shall not allow inmates to be released unless a sample has been collected.

STRATEGY III.3.10 Coordinate the testing of DNA samples.

The receipt of the samples from the facilities and the testing of the samples will be performed by an independent private laboratory according to CODIS guidelines. Samples will be processed within the specified time frame. DNA profiles in the form of electronic data will be supplied by the laboratory to the

Public Safety Services

Strategic Plan 2001 - 2006

CODIS Unit as well as all remaining unused samples. The monitoring of the contract laboratory will be done by the CODIS Unit. Quality control verification testing will be performed in the laboratories of the DNA Unit.

PERFORMANCE INDICATORS

<i>Output</i>	Number of DNA samples collected
	Number of samples entered into CODIS
	Number of law enforcement customers served
	Number of scientific analysis initiated
	Number of scientific analysis completed
	Number of samples profiled
	Number of samples entered into CODIS
<i>Outcome</i>	Percentage of scientific analysis conducted
	Percentage of samples profiled
	Percentage of "hits" comparing suspects to profiles
<i>Efficiency</i>	Increase percentage in successful comparisons of DNA profiles to suspects

OBJECTIVE III.4 The Crime Laboratory will be included a computerized firearms identification system known as the National Integrated Ballistic Information Network (NIBIN), to support the resolution rate of gang, drug related and other types of serial shooting investigations by 2003.

The NIBIN program is a joint venture between the FBI and ATF. It combines the FBI's *DRUGFIRE* system and ATF's *IBIS* system to form one computerized firearms identification system (NIBIN).

NIBIN is an image-based database and computer network that provides forensic firearms laboratories with the capability to match firearms evidence (i.e., cartridge cases and bullets) within a laboratory or with any other NIBIN site in the United States.

Once the system is fully implemented in all Louisiana laboratories and is fully integrated into the nationally planned laboratory network system, law enforcement will possess the capability to solve major crimes connected to firearms, cartridge cases and bullets.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY III.4.1 Maintain and sustain the Crime Lab's internal NIBIN system.

Installation of the FBI's DRUGFIRE system at the State Police Crime Laboratory was completed in 1998. It is the responsibility of the NIBIN Coordinator to maintain the Crime Laboratory's NIBIN/DRUGFIRE system.

STRATEGY III.4.2 Serve as network host site and Louisiana coordinator.

All forensic laboratories in the State of Louisiana analyze firearms evidence submitted by police agencies. The State Police enjoys a close liaison with other state and local law enforcement, federal agencies, as well as state and federal prosecutors. The State Crime Laboratory was chosen to serve as the host network site for the FBI's DRUGFIRE network.

DRUGFIRE was installed in the New Orleans Crime Laboratory and the Jefferson Parish Sheriff's Office Crime Laboratory in 1998. In 2000, both of these crime laboratories started using the ATF's IBIS system. DRUGFIRE will be installed in the Acadiana Crime Laboratory, North Louisiana Crime Laboratory-Shreveport, North Delta Crime Laboratory-Monroe, Northwest Crime Laboratory-Alexandria and the Southwest Regional Crime Laboratory in 2001.

STRATEGY III.4.3 Develop operating procedures for NIBIN/DRUGFIRE

As host agency for DRUGFIRE, the adoption of standard operating procedures outlined in the agreement with the FBI must be maintained. It is necessary for the State Police Laboratory to develop systems or operating procedures for timely entry of cartridge cases within the system.

STRATEGY III.4.4 Develop and coordinate plan for other labs to receive system.

Public Safety Services

Strategic Plan 2001 - 2006

The implementation of NIBIN by management is a phased approach to achieve maximum operating effectiveness. The overall approach involves a major coordinated effort within a number of existing laboratory directors. All Louisiana crime laboratory directors are members of the Louisiana Board of Crime Laboratory Directors and Administrators which meet regularly throughout the year. Each individual laboratory will work with law enforcement agencies in their jurisdiction to implement direct channels of transferring weapons to the laboratories for NIBIN system entry.

PERFORMANCE INDICATORS:

<i>Output</i>	Number of ammunition cartridge cases entered Number of bullets entered
<i>Outcome</i>	Number of requests for database information Percentage of information available on NIBIN Percentage of "hot - leads" to law enforcement

OBJECTIVE III.5 The Crime Lab will provide latent fingerprint analysis and comparison to assist local, state, and federal criminal justice agencies with criminal investigations and in the identification of living or deceased unknown subjects.

STRATEGY III.5.1 Provide efficient and timely service to clients at the local, state and federal criminal justice level.

With four fully trained latent fingerprint analysts now housed at the Crime Lab, the delivery of services to those criminal justice agencies responsible for conducting criminal investigations will be more timely and efficient as the transfer of evidence for examination can now take place more expediently. Analysis will be completed in a more timely manner. Additionally, personnel preparing evidence for analysis will be able to directly consult with the fingerprint analysts in order to focus on that physical evidence with the greatest evidentiary value and thus conserve both resources and time.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

<i>Input</i>	Number of Latent requests
<i>Output</i>	Number of Latent requests processed
<i>Outcome</i>	Number of cases completed
	Number of agencies served
<i>Efficiency</i>	Number of reports per analyst

OBJECTIVE IV.1.1 To complete nine (9) initiatives that will broaden and expand State Police's ability to recruit and retain qualified personnel by June 30, 2006.

STRATEGY IV.1.1 Increase the number of minority recruiting contacts by 10% by June 30, 2002.

STRATEGY IV.1.2 Develop and incorporate a program of instruction into ongoing Leadership courses that focus on the benefits of equal employment opportunity and recruitment.

STRATEGY IV.1.3 Incorporate a "Mentoring" or "Sponsor" program to monitor, assist and counsel candidates throughout application and academy phases of their career.

STRATEGY IV.1.4 Develop a command policy that clearly defines and re-enforces the agencies commitment to recruitment and retention.

STRATEGY IV.1.5 Establish an incentive program for commissioned personnel that rewards individual achievements in recruiting and retention.


STRATEGY IV.1.6 Establish semi-annual "contact goals" for department needs and troop commanders.

STRATEGY IV.1.7 Expand the role of the Public Information officers in the recruiting process.



Public Safety Services

Strategic Plan 2001 - 2006




STRATEGY IV.1.8 Evaluate and streamline entry-level testing, consolidation of test events and off-site testing.

STRATEGY IV.1.9 With required funding, State Police will establish specific convening dates for the Cadet Academy in order to solidify candidates' commitment to entering the Academy.

STRATEGY IV.1.10 Request a pay raise for all commission personnel to get State Police in the ten (10) highest paid agencies in the United States to attract qualified and experienced law enforcement officers to our agency.

PERFORMANCE INDICATORS:



<i>Output</i>	Percent increase in minority recruiting contacts
	Attrition rate
<i>Outcome</i>	Department compliance with Consent Decree

Gaming Enforcement Program

Mission

The Gaming Enforcement Program is committed to the emphatic regulation and control of statutorily authorized gaming entities in conjunction with the Gaming Control Board. The regulation and enforcement of criminal laws promote the public's health, safety and welfare by safeguarding the people of this state against corrupt and dishonest practices.

Philosophy

Although certain duties and responsibilities were assumed by the Gaming Control Board upon its creation in 1996, State Police retained many duties regarding regulation of gaming activities. Some administrative and regulatory duties are carried out at the board's direction while others are solely at the department's discretion. The investigation of criminal activities remains a vital responsibility of the department. The department recognizes that strict regulation and thorough criminal investigations of suspected illegal conduct are necessary to protect the public. Additionally, background investigations of gaming applicants must be thorough, intensive inquiries into a person or corporation's business, financial and social activities.

- GOAL I. The Gaming Enforcement Program will maintain and enhance a centralized, self-initiating program designed to deter criminal activity and regulate gaming operations.
- GOAL II. The Gaming Enforcement Program will improve its efficiency so that it may better serve the public.
- GOAL III. The Gaming Enforcement Program will improve the proficiency and professionalism of its investigators and support staff.

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.1 Maintain the current number of casino gaming enforcement inspections through June 30, 2006.

Compliance with gaming regulations and internal control procedures are ensured through various means, including random, unannounced inspections of the gaming premises. This activity is conducted by enforcement personnel within the Gaming Enforcement Section who check for a variety of processes and procedures.

STRATEGY I.1.1 Maintain the current staffing levels.

The department requires persons who possess a certain level of expertise. Hiring and retaining personnel can be difficult due to relatively low pay and demanding duties. The department has implemented incentive pay for persons with specific credentials in accordance with Civil Service rules. Innovative thinking must continue if the department expects to attract those desirable individuals who can earn considerably higher salaries in the private sector.

STRATEGY I.1.2 Delineate and specialize tasks.

Some individuals were hired for a specific task, but were then required to perform other tasks. These individuals could be more effectively utilized performing functions for which they were hired. As additional qualified individuals are hired and trained, more specialization will occur resulting in greater efficiency and a higher level of expertise within the department.

STRATEGY I.1.3 Enhance standard operating procedures.

Statewide uniform procedures have helped define individuals' duties. Procedures will continue to be developed and condensed to writing.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS

Output

Number of riverboat gaming criminal investigations conducted
Number of riverboat gaming enforcement inspections conducted
Number of riverboat gaming audit inspections conducted
Number of riverboat gaming background investigations conducted
Number of riverboat gaming permits issued
Number of land based gaming criminal investigations conducted
Number of land based gaming enforcement inspections conducted
Number of land based gaming audit inspections conducted
Number of land based gaming background investigations conducted
Number of land based gaming permits issued
Average time to process riverboat gaming applications: non-key employee-
initial
Average time to process riverboat gaming applications: non-key employee-
renewal
Average time to process riverboat gaming applications: key employee - initial
Average time to process riverboat gaming applications :key employee-
renewal
Average time to process riverboat gaming applications: gaming
manufacturer/supplier - initial
Average time to process riverboat gaming applications: gaming
manufacturer/supplier - renewal
Average time to process riverboat gaming applications: non-gaming
manufacturer - initial
Average time to process riverboat gaming applications: non-gaming
manufacturer - renewal
Average time to process land based gaming applications: non-key employee -
initial
Average time to process land based gaming applications: non-key employee -
renewal
Average time to process land based gaming applications: key employee -
initial
Average time to process land based gaming applications: key employee -

Public Safety Services

Strategic Plan 2001 - 2006

renewal

Average time to process land based gaming applications: gaming manufacturer/supplier - initial

Average time to process land based gaming applications: gaming manufacturer/supplier - renewal

Average time to process land based gaming applications: non-gaming manufacturer - initial

Average time to process land based applications: non-gaming manufacturer - renewal

Efficiency

Number of riverboat gaming enforcement inspections per investigator

Number of land based gaming enforcement inspections per investigator

OBJECTIVE II.1 Maintain the average processing time of 25 days for Indian Gaming employee applications through June 30, 2006.

Suitability investigations of applicants are required to ensure that applicants and premises comply with all applicable requirements of the compact. As the applicant can not commence gaming activity until the license is finally approved, delays are a source of frustration for the applicant as well as the casino.

STRATEGY II.1.1 Streamline the number of forms composing an application.

The forms will be redesigned to streamline the licensing application without forgoing vital information. Less confusion on the part of the applicant can result in more accurate information. Where possible, the forms will more closely resemble the forms used by other units within the Casino Gaming Division, thereby promoting uniformity throughout the division.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.1.2 Eliminate unnecessary application requirements.

Many requirements of the application process have developed over a period of time since 1992 with input from the Attorney General's Office and various tribes. The compacts have been revised, but the application process has not been updated. The elimination of unnecessary application requirements would streamline the licensing process by reducing the time necessary for applicants to complete the paperwork and the time necessary for investigators to process it.

PERFORMANCE INDICATORS

<i>Input</i>	Number of Indian casinos in operation
<i>Output</i>	Average processing time for Indian gaming applications
	Number of criminal investigations conducted
	Number of casino inspections conducted
	Number of background investigations conducted
	Number of applicants denied/revoked
	Number of slot machines certified
<i>Efficiency</i>	Number of applications processed per investigator

OBJECTIVE II.2 Reduce the average processing time of 72 days for Video Gaming applications 10% by June 30, 2006.

Suitability investigations of Video Gaming applicants are required to ensure that applicants and premises comply with all applicable rules and regulations. As the applicant can not commence gaming activity until the license is finally approved, delays are a source of frustration for the applicant.

STRATEGY II.2.1 Streamline the number of forms composing an application.

The forms will be redesigned to streamline the licensing application without forgoing vital information. Less confusion on the part of the applicant can

Public Safety Services

Strategic Plan 2001 - 2006

result in more accurate information. Where possible, the forms will more closely resemble the forms used by the Casino Gaming Division, thereby promoting uniformity throughout the section.

STRATEGY II.2.2 Review established procedures.

Policies and procedures have developed gradually since 1992 with input from the Gaming Control Board and the Attorney General's Office. The entire investigative and reporting process will be reviewed to identify areas that can be streamlined and performed more efficiently.

PERFORMANCE INDICATORS

<i>Output</i>	Average processing time for a video poker license Type 1 Average processing time for a video poker license Type 2
<i>Outcome</i>	Percentage change in processing time for a video poker license Type 1 Percentage change in processing time for a video poker license Type 2
<i>Efficiency</i>	Number of applications processed per investigator

OBJECTIVE III.1 Develop and implement an on-going investigative training program for all commissioned gaming personnel by June 30, 2005.

Personnel are the most important and expensive resources within the department. The success or failure of achieving a mission is determined by the ability and work ethic of the department's personnel. One of the most basic, yet important, steps the department can take to ensure success is to properly train its personnel. Although the basic State Police Academy does a fine job of developing troopers for traffic enforcement and general investigation, it does not sufficiently emphasize the specialized training necessary for gaming investigators.

STRATEGY III.1.1 Appoint an internal advisory committee to develop a prototype training course.

A standardized training curriculum for gaming investigators does not exist. A committee must be organized so that a determination of the subject matter, method of instruction and length of instruction can be established.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS

<i>Output</i>	Number of personnel attending training
<i>Outcome</i>	Percentage of personnel completing training

Training Academy Program

Mission

The Donald J. Thibodeaux Training Complex will provide basic and continuing training to State Police personnel. It is dedicated to producing law enforcement officers that will be highly educated and skilled with the competency necessary to perform their duties with professionalism and integrity.

Philosophy

To support the overall mission of the Donald J. Thibodeaux Training Complex the Training Academy has adopted a set of fundamental beliefs that shape its approach to policy and operations. These beliefs focus on providing the highest quality of training available to members of the Department and promoting effectiveness, efficiency, modernity and innovative concepts of training.

GOAL I The Louisiana State Police Training Academy will provide skills and career development.

GOAL II. The Academy will employ the latest technologies to make current information and training available.

GOAL III The International Training Section will provide Administrative and Logistical support to the Anti-Terrorism Assistance Program through a Cooperative Agreement with the U. S. Department of State, Bureau of Diplomatic Security.

OBJECTIVE I. 1 Expand trooper in-service training by a minimum of four topics of instruction to include First Aid, Legal Updates, Officer Survival, Defensive Driving, and Field Sobriety refresher training while maintaining current in-service training programs reaching 95% of

Public Safety Services

Strategic Plan 2001 - 2006

Troopers through June 30, 2006.

The Ops section through its Regional Trainers will institute local level training for commissioned personnel. Regional trainers will receive training to become certified instructors, then coordinate with local Troop areas, establish training sites throughout the state, provide equipment, conduct training, and maintain records.

STRATEGY I. 1.1 Continue the Wellness Program with corresponding physical fitness education.

The Operations Section (Ops Section) will be responsible for completion. Annually the Academy staff will coordinate with local troop areas, establish testing sites, provide equipment, safely conduct testing and education, and maintain records.

STRATEGY I. 1.2 Continue the Firearms Requalification program as required by the Police Officer Standards and Training (P.O.S.T.) Section of the Louisiana Commission on Law Enforcement.

The Firearms Unit of the Ops section will be responsible for completion of this annual training through coordination with local troop areas, establishing range sites throughout the state, providing equipment, ammunition, and supplies, safely conducting training, and maintaining records.

STRATEGY I.1.3 Continue the Defensive Tactics Requalification program.

The Physical Training Unit of the Ops section will be responsible for completion of this annual training through coordination with local troop areas, establishing training sites throughout the state, providing equipment, safely conducting training, and maintaining records.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.4 Continue “Pepper Spray” qualification and Remedial driving programs.

The Physical Training Unit of the Ops section will be responsible for the continuation of these programs intending to reach at least 75% of those requesting or required to receive training. The section will coordinate with local troop areas, establish training sites throughout the state, provide equipment, safely conduct training, and maintain records.

STRATEGY I.1.5 Continue Intoxilyzer 5000 re-certification training courses.

The Applied Technology section will be responsible for the semi-annual Intoxilyzer 5000 re-certification of officers from all law enforcement agencies in Louisiana. The section will coordinate with local troop areas and local law enforcement agencies to establish training sites.

STRATEGY I.1.6 Continue the basic Intoxilyzer 5000/Standard Field Sobriety Testing training program.

The Applied Technology Section will be responsible for conducting the basic Intoxilyzer 5000/Standard field Sobriety training courses to law enforcement officers from all agencies throughout the state. The section will coordinate with local troop areas establishing training sites throughout the state and provide equipment and supplies to conduct the training.

STRATEGY I.1.7 Continue to conduct demonstrations, workshops, and training seminars for civic, legal, and educational organizations.

The Applied Technology section will be responsible for conducting demonstrations, workshops, and training seminars for civic, legal, and educational organizations as requested in the field of DWI detection,

Public Safety Services

Strategic Plan 2001 - 2006

apprehension, arrest, testing, and prosecution. The section will coordinate with the various civic, legal, and educational organizations that request custom training and demonstrations.

STRATEGY I.1.8 To create a training environment at the Joint Emergency Services Training Center where 95% of the State Police commissioned personnel will receive new training through FY 2005-2006.

This objective is totally contingent on the acquisition of sufficient resources to build the Center, including utility and road infrastructure, and primarily the driver training center. Should this external environmental element fail, training will continue as is until the Center is completed.

PERFORMANCE INDICATORS

<i>Input</i>	Number of current topics of in-service instruction
<i>Output</i>	Percentage of troopers/police officers completing courses of instruction
<i>Output</i>	Number of commissioned personnel tested.
<i>Output</i>	Number of police development courses conducted
<i>Outcome</i>	Level of fitness: Percentage rated "poor" or "fair"

OBJECTIVE I.2 Conduct at least one basic training recruit class per year through FY 2005-2006 in order to fill 75% of the vacancies occurring in the department through normal attrition.

Note: Recruit classes are contingent upon funding received.

STRATEGY I.2.1 Conduct recruit classes annually, lasting 20-24 weeks each.

The Ops section will plan, coordinate, and conduct the annual recruit class. Regional trainers plus ad hoc instructors/trainers will be brought in to assist in the administration/instruction of the class.

PERFORMANCE INDICATORS

<i>Output</i>	Number of topics of instruction
<i>Outcome</i>	Percentage of cadets completing courses of instruction

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE II.1 To develop two technological initiatives through FY 2003-2004 to reach 75% of State Police commissioned personnel with training. The intent is to begin providing more cost efficient training through video and local computer programs which would minimize the cost of instructor presentations and travel, while maximizing the time invested by the learner.

STRATEGY II.1.1 Produce one video tape of needed training twice yearly.

The Ops section in coordination with the Audio/Visual section will procure for distribution, or plan, schedule, script, cast, and produce videos to be used as training tapes, commonly called "roll-call" training, focusing on officer safety, legal issues, skill development, or refresher courses.

STRATEGY II.1.2 Develop distance learning programs for use by the troops.

The Ops section will research the issue of new on-line technologies in coordination with the CPTP Program. The Ops section will then write curricula and post courses to be available to the field. One on-line course should be available through FY 2003-2004.

PERFORMANCE INDICATORS

<i>Output</i>	Number of video tapes produced for roll call training
<i>Output</i>	Number of distance learning programs available to personnel
<i>Outcome</i>	Percentage of commissioned personnel reached through technological initiatives

OBJECTIVE III.1 Conduct 95% of the classes scheduled for Louisiana by the U.S.

Public Safety Services

Strategic Plan 2001 - 2006

Department of State.

STRATEGY III.1.1 Continue to conduct Crisis Response Team Training.

Administrative Personnel will schedule and coordinate arrivals, departures, classrooms, lodging, meals, and transportation for students; purchase and distribution of non-expendable equipment and expendable course supplies; social activities. Range Personnel will schedule, coordinate, and maintain field training sites, classrooms, course equipment and supplies.

STRATEGY III.1.2 Continue to conduct Explosive Incident Countermeasures.

Administrative Personnel will schedule and coordinate arrivals, departures, classrooms, lodging, meals, and transportation for students; purchase and distribution of non-expendable equipment and expendable course supplies; social activities. Range Personnel will schedule, coordinate, and maintain field training sites, classrooms, course equipment and supplies.

STRATEGY III.1.3 Continue to conduct Officer Survival

Administrative Personnel will schedule and coordinate arrivals, departures, classrooms, lodging, meals, and transportation for students; purchase and distribution of non-expendable equipment and expendable course supplies; social activities. Range Personnel will schedule, coordinate, and maintain field training sites, classrooms, course equipment and supplies.

STRATEGY III.1.4 Continue to conduct Post Blast Investigation


Administrative Personnel will schedule and coordinate arrivals, departures, classrooms, lodging, meals, and transportation for students; purchase and distribution of non-expendable equipment and expendable course supplies; social activities. Range Personnel will schedule, coordinate, and maintain field training sites, classrooms, course equipment and supplies.

STRATEGY III.1.5 Continue to conduct Crisis Incident Management



Public Safety Services

Strategic Plan 2001 - 2006



Administrative Personnel will schedule and coordinate arrivals, departures, classrooms, lodging, meals, and transportation for students; purchase and distribution of non-expendable equipment and expendable course supplies; social activities. Range Personnel will schedule, coordinate, and maintain field training sites, classrooms, course equipment and supplies.



PERFORMANCE INDICATORS

Outcome	Percentage of scheduled courses conducted
Output	Number of courses conducted under cooperative agreement
Output	Number of students trained
Input	Number of countries represented

Public Safety Services

Strategic Plan 2001 - 2006

Motor Vehicles

Mission

Our mission in the Office of Motor Vehicles is to serve people through the administration of Motor Vehicle registration and driver's license laws in a professional, compassionate and responsive manner while maintaining a high standard of quality through our innovative approach to customer service.

Goals

- I.. The Office of Motor Vehicles will provide unparalleled customer service.

In its effort to provide the highest quality customer service, the Agency understands the frustration that customers feel when trying to comply with the rules and regulations imposed upon them. Therefore, the Agency is taking the necessary steps to train our personnel to maintain a professional yet compassionate demeanor with the customers. In addition, the Agency is making every effort to ensure that the customer has minimal waiting time when seeking the necessary services.

OBJECTIVE I.1: Improve customer satisfaction by 5% by June 30, 2006.

The Agency provides customers with the opportunity to comment on the quality of the service they have received. According to the comments received over the past few years, the majority of the customers are satisfied with the services rendered. However, the Agency strives for complete satisfaction. Our objective is to increase public awareness, expand customer services, and enhance our ability to perform the services offered expediently.

STRATEGY I.1.1 Provide multiple delivery channels and increase public awareness of customer requirements for OMV services.

Public Safety Services

Strategic Plan 2001 - 2006

Visitors to the OMV Web site are currently able to perform a variety of services. Vehicle registration renewal, driver's license renewal, identification card renewal, address changes, notice of vehicle transfers and specialized plate requests are currently available. Reinstatement of driving/registration privileges and vehicle registration fee quotes are forthcoming. Policy/Procedures and downloadable forms are posted on the site to give customers a new means of obtaining necessary documents. Additional information will be posted to increase public awareness of the rules and regulations enforced by the Agency.

STRATEGY I.1.2 Re-engineering of computer system to allow multi-function processing.

The agency is currently partnering with an outside vendor to structure and develop an advanced technological system. The current infrastructure is approximately 25 years old and hinders personnel in accessing information and processing transactions in an expedient manner.

STRATEGY I.1.3 Increase out-source provider services.

Many services currently offered by the Agency have been opened to privatization, thus providing additional business locations to the customers without additional personnel costs to the Agency. These entities are closely monitored by the Agency to ensure compliance with the Agency's regulations and state laws.

STRATEGY I.1.4 Reduce customer waiting time by 5%.

Reduction of customer wait time is a primary target for the Agency. The Agency feels that if customers receive the services requested in an expedient manner, customer satisfaction will increase proportionately. Several methods will be used to accomplish this task, including the implementation of a Q-Matic system (a computerized system that allows lines to be streamlined in order to route customers upon entrance into the building to the agent specialized to handle the requested service) at various statewide field locations.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.1.5 Enhance customer service through telecommunications access.

The agency implemented an automatic call distribution system to allow customers to queue for the next available customer service agent. Legislation has authorized the agency to implement a toll free hotline to assist the customers via the telephone at no cost to the customer.

STRATEGY I.1.6: Decrease number of customers in queuing mode.

Through advanced technology we are anticipating being able to identify the customer prior to a call center agent answering the phone. The agency is exploring the option of staffing telephones with part time employees allowing full time employees to dedicate more time to complex cases.

PERFORMANCE INDICATORS

Input

Number of customer transactions performed
Number of out-source providers
Number of Web site visitors
Number online services provided
Number of on-line service users
Number of Interactive Voice Response System sites
Number of call center agents
Number of full time field service employees
Number of full time Headquarter employees
Number of part time employees
Number of walk-in customers
Number of vehicle registration transactions performed by Public

Tag Agents

Number of transactions conducted by Mobile Motor Vehicle Offices
Number of vehicle registrations/drivers licenses field office locations
Number of field reinstatement locations

Output

Number of drivers tested
Number of vehicles titled/registered
Number of reinstatements under compulsory insurance
Number of Interactive Voice Response system calls per site
Number of transactions processed on Web site

Public Safety Services

Strategic Plan 2001 - 2006

	Increase number of calls answered by call center agents
	Percentage of applicants tested by out-source providers
	Percentage of compulsory insurance customers reinstating through out source providers
	Increased response time to inquiries
	Number of customers assisted by part time employees
	Decrease in the number of minutes customers have to wait for telephone assistance
<i>Outcome</i>	Percentage of increase in customer satisfaction
	Decrease in customer waiting time in field offices
	Percentage reduction of wait time for customers in queue
	Percentage of Class D and E driver's licenses returned and processed by mail
	Percentage of Class D and E driver's licenses returned and processed via internet
	Percentage of Class D and E driver's licenses returned and processed via conversant
	Percentage of identification cards returned and processed by mail
	Percentage of vehicle registration renewals returned and processed by mail
	Percentage of vehicle registration renewals returned and processed via internet
	Percentage of vehicle registration renewals returned and processed via conversant
<i>Efficiency</i>	Reduction in processing time for reinstatement
	Increase number of customers served per number of employees
	Decrease number of customer complaints
	Reduction in risk management claims associated with driver's license road testing
	Number of customers utilizing alternate methods of OMV services

OBJECTIVE I.2: Increase audits performed by 20% by June 30, 2006

Increasing the number of in-house audits is a major objective for the agency. Employee errors can negatively impact customer service.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.2.1 Statewide random audits of processed files performed periodically.

Audits are performed statewide periodically for quality assurance purposes. This notifies management of areas that require additional training for employees and also ensures employee enforcement of departmental policies.

STRATEGY I.2.2: Offer sufficient and consistent employee training by expanding training methods and educational opportunities.

The Agency has limited personnel to adequately train employees. Advances in technology, including teleconferencing and videos, will offer expanded methods of training.

STRATEGY I.2.3: Uniform policy development.

Utilization of a departmentally designed Lotus Notes database provides management the ability to update and maintain employee/departmental policy via remote access. Subordinate personnel have online access to the database that is real time updated allowing immediate access to the policies.

PERFORMANCE INDICATORS

<i>Input</i>	Number of training seminars conducted Number of satellite training offices Number of in-house audits performed Number of outsource providers audited
<i>Output</i>	Number of employees utilizing continued training or educational programs Number of errors found during in-house audits Number of errors found during outsource provider audits
<i>Outcome</i>	Reduction in error rate Percentage of errors found during in-house audits Percentage of errors found during outsource provider audits
<i>Quality</i>	Number of awards issued for Office Excellence

Public Safety Services

Strategic Plan 2001 - 2006

- II. By electronic access, improve the quality and quantity of communication and data shared with Louisiana Courts, law enforcement, other agencies and the public.

The agency, through innovative technology and application for federal grant funds, is striving to improve communication of shared database information. This reduces repetitious manual handling of files and expedites the process immensely. Therefore, court information can be cross-referenced for processing.

- OBJECTIVE II.1 Increase by 25% the number of courts reporting electronically and expand the conviction types reported by June 30, 2006.

The Agency's objective is to increase access for other law enforcing entities to network with and/or into our computer system. Maximum security features are utilized to prohibit the general public from accessing confidential information. The reduction of manual paperwork increases employee utilization in areas that require hands-on attention.

STRATEGY II.1.1 Increase access to Office of Motor Vehicles' records for informational purposes through secure access.

Currently the Agency has a limited number of courts reporting electronically. The intention is to have all courts reporting via electronic means. In addition, only a few types of convictions can be reported utilizing this route. Data programming has been requested to allow all types of convictions to be reported via electronic means.

PERFORMANCE INDICATORS

<i>Input</i>	Number of courts reporting data electronically to Office of Motor Vehicles Number of convictions reported
<i>Output</i>	Number of court convictions reported electronically
<i>Outcome</i>	Percentage increase in courts reporting electronically
<i>Efficiency</i>	Percentage reduction of courts reporting manually

Public Safety Services

Strategic Plan 2001 - 2006

Fire Marshal, Code Enforcement and Building Safety

Vision

To provide the citizens of Louisiana with a safe environment to live, work, raise a family and retire.

Mission

To uphold the law and provide for the protection of life and property from the hazards of fire or explosion, to ensure the safety of our citizens in the constructed environment, to provide equal access to disabled individuals, to promote the efficient use of energy in commercial building, and to encourage economic development.

Philosophy

To attain the mission of the Office of State Fire Marshal, Code Enforcement and Building Safety by being consistent, service oriented, professional and knowledgeable while demonstrating a positive attitude.

Goals

- I.. To encourage economic development in the State of Louisiana.
- II. To provide a safe constructed environment for citizens to live and work while reducing property loss and loss of life caused by fire.
- III. To increase efficiency and quality of inspections, plan review and investigations.

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.1 The Arson Enforcement Section to exceed the National Arson Clearance rate of 16% by the year 2005.

STRATEGY I.1.1 Providing and encouraging education of local fire department personnel in the determination of the cause and origin of fires.

STRATEGY I.1.2 Establishing and maintaining a data repository and statistical analysis of all fires investigated by this office to improve the tracking methods which will allow investigators and supervisors to determine trends and areas of arson fires, and will determine target areas for task force assignments.

PERFORMANCE INDICATORS:

Input	Number of investigations conducted
Output	Number of investigations determined to be incendiary
Output	Number of incendiary investigations cleared by arrest/exceptional clearance
Outcome	Percentage of arrest/exceptional clearance rate of investigations determined to be incendiary

OBJECTIVE I.2: By the year 2006, the Plan Review Section will reduce the time required to complete a final review of construction documents by 5%.

STRATEGY I.2.1 Provide increased training opportunities in the codes, rules and regulations enforced by the Office of State Fire Marshal.

STRATEGY I.2.2 Provide for increased field inspection duties by the Plan Review Staff in concert with the Inspection Section to afford the plan review staff the opportunity to observe the co-dependency of the plan review process and the inspection process.

STRATEGY I.2.3 Complete a final review of construction documents within an average of 3.21 man hours.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Number of projects reviewed
Output: Number of projects not in compliance
Output: Average review time (man hours) per project
Outcome: Percentage of projects not in compliance

OBJECTIVE I.3: By the year 2003, the Plan Review Section will establish a review process incorporating the provisions of the State Uniform Construction Code for review of projects in the rural areas of the state.

STRATEGY I.3.1 Establish the position of Building Official.

STRATEGY I.3.2 Provide increased training of the provisions of the State Uniform Construction Code to the plan review staff.

PERFORMANCE INDICATORS:

Input: Number of municipal entities requiring a building code review
Output: Number of municipal entities receiving a building code review
Outcome: Percentage of municipal entities given a building code review

OBJECTIVE I.4: By the year 2006, the Plan Review Section will develop and implement additional training programs for the design and construction community consisting of a minimum of eight (8) training sessions per year.

STRATEGY I.4.1 Prepare a training needs assessment to determine in which areas of code enforcement the design community needs the most training.

STRATEGY I.4.2 Develop a realistic program of training for the design and construction community in those areas identified as the most needed.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Number of training presentations given
Output: Number of projects reviewed
Outcome: Percentage of projects not in compliance

OBJECTIVE II.1: By the year 2005, the Inspection Section will complete 95% of new construction final inspections within two weeks of date of inspection request.

STRATEGY II.1.1 The Inspection Section will schedule and coordinate fire safety inspections to insure timely completion of inspection service in the most cost effective and productive manner.

PERFORMANCE INDICATORS:

Input: Number of final inspections requested
Output: Number of final inspections completed within two weeks of date requested
Outcome: Percentage of final inspections completed within two weeks of the date requested

OBJECTIVE II.2: By the year 2006, the Inspection Section will complete 90% of the total number of annual inspections required.

STRATEGY II.2.1 The Inspection Section will schedule and coordinate fire safety inspections to insure timely completion of inspection service in the most cost effective and productive manner.

PERFORMANCE INDICATORS:

Input: Number of required annual inspections
Output: Number of inspections conducted
Outcome: Percentage of required annual inspections conducted

OBJECTIVE II.3: By the year 2006, the Health Care Section will accurately complete 85% of fire safety inspections of health care facilities requiring license and/or certification within the time lines required by state, federal or contractual agreement with Department of Health and Hospitals.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.3.1 Schedule and coordinate fire safety inspections for license renewal or re-certification to assure timely service in the most cost effective and productive manner.

PERFORMANCE INDICATORS:

Input: Number of health care inspections required
Output: Number of health care inspections completed
Outcome: Percentage of required inspections completed

OBJECTIVE II.4: By the year 2006, the Fire Information Section will maintain a state of the art computer system for fire reporting and fire information statistics by the processing of 100% of the fire reports received.

STRATEGY II.4.1 Implement a personal computer based reporting system with modem access for data entry and retrieval of fire reports and information reported by the fire service.

PERFORMANCE INDICATORS:

Input: Number of fire incident reports received
Output: Number of fire incident reports processed by FEMA deadline
Outcome: Percentage of fire incident reports processed by FEMA deadline

OBJECTIVE II.5: By the year 2006, the Licensing Section will provide a comprehensive enforcement program to clear 80% of all complaints investigated against contractors within regulated industries.

STRATEGY II.5.1 Conduct investigations of complaints received against contractors.

STRATEGY II.5.2 Conduct annual inspections of licensed contractor's places of business for compliance with the licensing laws and administrative rules.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Number of complaints received
Output: Number of investigations conducted
Efficiency: Number of investigations cleared
Outcome: Percentage of investigations cleared

OBJECTIVE II.6.: By 2006, the Mechanical Safety Section will inspect 100% of the amusement rides and attractions at least once during each known event held in Louisiana.

STRATEGY II.6.1 Increase the staffing levels to ensure all known amusement rides/attractions are properly inspected at intervals designed by law.

STRATEGY II.6.2 Maintain a vigorous cross-training program to train other inspectors to be used during the peak season.

STRATEGY II.6.3 Produce a computer tracking system to track portable amusement rides/attractions from state to

STRATEGY II.6.4 Improve efforts to educate the public in ride safety through various media contacts and presentations at schools throughout the state.

PERFORMANCE INDICATORS:

Input: Number of known locations (events) to be inspected
Output: Total number of amusement events inspected
Outcome: Percentage of amusement events inspected

OBJECTIVE II.7: By 2006, the Boiler Inspection Section will inspect 100% of the known state assigned boilers.

II.7.1 STRATEGY: Monitor the number of overdue inspections in relation to total number of objects in the database and reduce those to less than 3% by 2003.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY II.7.2 Inspect all new installations for compliance with the Code of Construction and with the Louisiana Boiler Law, Rules and Regulations by the end of the year 2005.

STRATEGY II.7.3 Develop a computerized reporting system to increase the ability for electronic reporting, tracking of violations, and new installations by the year 2003.

STRATEGY II.7.4 Increase the competency of the boiler operators throughout the state by offering a training program and voluntary licensing of operators by the year 2003.

STRATEGY II.7.5 Provide on-going training to the staff of changes to the code via National Board presented classes.

PERFORMANCE INDICATORS:

Input	Number of state assigned inspections required
Output	Number of state assigned inspections performed
Outcome	Percentage of boilers found not in compliance
Outcome	Percentage of boilers overdue for inspection
Efficiency	Number of boilers overdue for inspection

Public Safety Services

Strategic Plan 2001 - 2006

Highway Safety Commission

Vision

Establish Louisiana as a recognized leader in traffic safety in the United States.

Mission

The Louisiana Highway Safety Commission is committed to developing and implementing comprehensive strategies aimed at saving lives and preventing injuries on our highways.

Philosophy

Traffic safety is interwoven through all aspects of Louisiana life. The very lifeblood of business and industry is dependent in part upon efficient and economical delivery of goods and services. Traffic crash injury and death extract a terrible human toll on Louisiana families, as well as robs society of its most precious asset; people. It is our philosophy that traffic crashes are preventable and thus unnecessary. Based on informed decision making, enacting appropriate legislation and combined with developing appropriate countermeasures, the Louisiana Highway Safety Commission is committed to providing for a safer traffic environment.

Goals

- I. Create countermeasures and facilitate implementation of programs which will contribute to reducing deaths and injuries on Louisiana streets, roads, and highways.

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.1: Reduce the mileage death rate on Louisiana streets, roads and highways from 2.3 to 1.6 deaths per 100 million vehicle miles traveled and reduce the injury rate from 2791 to 2000 per 100,000 licensed drivers by end of Fiscal Year 2006.

STRATEGY I.1.1 Administer traffic safety programs focused on human behavior from a pre-crash, crash, and post-crash standpoint.

Action Plans:

I.1.1.1 Establish Safe Communities programs with parishes where needed (2002 - 2006)..

I.1.1.2 Facilitate Safety Management Systems in traffic safety planning (2002 - 2006)..

I.1.1.3 Fund Selective Traffic Safety Enforcement Programs (STEP) targeting impaired driving and associated risk taking and behavior modification. (2002 - 2006)..

I.1.1.4 Administer impaired driving prevention programs of statewide and/or schools, colleges, and universities. (2002 - 2006)..

I.1.1.5 Establish statewide and community public information campaigns to increase traffic safety awareness among Louisiana citizens. (2002 -2006).

I.1.1.6 Administer training programs regarding traffic safety for law enforcement, prosecutors, judges, trainers, safety practitioners, etc. (2002 - 2006).

PERFORMANCE INDICATORS

Input Indicators:

- * Number of areas targeted to establish Safe Communities
- * Number of grants awarded
- * Number of areas targeted to establish impaired driving prevention programs
- * Number of agencies targeted to become part of the Safety Management System
- * Number of agencies requesting training

Public Safety Services

Strategic Plan 2001 - 2006

Output Indicators:

- * Number of Safe Communities established
- * Number of agencies participating in Safety Management System
- * Number of enforcement agencies conducting STEP programs.
- * Number of public information presentations made in STEP grant
- * Number of agencies receiving training.

Outcome Indicators:

- * Louisiana highway death rate per 100 million vehicle miles traveled ⁽¹⁾
- * Number of fatal and injury crashes ⁽¹⁾
- * Traffic injury rate ⁽¹⁾

OBJECTIVE I.2 Raise the level of awareness among Louisiana citizens regarding traffic safety issues by June 2006.

STRATEGY I.2.1 To participate in and support national traffic safety public information / education initiatives.

Action Plans:

I.2.1.1 Distribute traffic safety information, press releases, data, and NHTSA program materials (2002 - 2006).

I.2.1.2 Conduct interviews, issue press releases, etc. as appropriate. (2002 - 2006).

STRATEGY I.2.2 To promote, inform, and network with highway safety individuals and organizations statewide.

Action Plans:

I.2.2.1 Expand awareness of "Safe Communities" (2002 - 2006).

I.2.2.2 Partner with Louisiana media associations for networking of safety information dissemination. (2002 - 2006)..

I.2.2.3 Coordinate traffic safety focus of independent safety associations. (2002 - 2006).

I.2.2.4 Establish communication network with local safety councils. (2002 - 2006).

I.2.2.5 Enhance interaction and utilization of Louisiana State Police Public Information Officer network. (2002 - 2006)..

Public Safety Services

Strategic Plan 2001 - 2006

I.2.2.6 Acquire state-of-the-art equipment for use in distributing time sensitive information to Louisiana media outlets. (2002 - 2006)..

PERFORMANCE INDICATORS

Input Indicators:

- *Number of advocate groups targeted for contact
- * Number of usage surveys planned

Output Indicators:

- * Number of traffic safety advocates contacted
- * Number of public information meetings and conferences conducted
- * Number of occupant safety usage surveys conducted

Outcome Indicators:

- * Reduction of Louisiana highway crash death rate⁽¹⁾
- * Reduction of Louisiana highway crash injury rate

OBJECTIVE I.3: Establish a legislative framework for the LHSC program by supporting and submitting legislation that affect highway safety by June 2006.

STRATEGY I.3.1 Gain public support of traffic safety legislation through education programs and by providing traffic safety information to safety advocates, state, local and parish government officials, members of the criminal justice community, legislators, business and industry leaders, and citizens alike.

Action Plans:

I.3.1.1 Conduct traffic safety education and information meetings and conferences. (2002 - 2006).

I.3.1.2 Develop and distribute traffic safety educational and informational materials. (2002 - 2006).

I.3.1.3 Research traffic safety legislative provisions of other states. (2002 - 2006).

I.3.1.4 Evaluate effectiveness of current Louisiana traffic laws. (2002 - 2006).

I.3.1.5 Maintain a database containing names and addresses of safety advocates, public officials, industry contacts, etc. (2002 - 2006)

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.3.2 Support the passage of legislation necessary for an effective Highway Safety Program.

Action Plan:

I.3.2.1 Provide legislative testimony as requested. (2002 - 2006)..

I.3.2.2 Provide technical information as requested. (2002 - 2006)..

I.3.2.3 Support legislation for a statewide driver point system. (2002 - 2006)..

I.3.2.4 Support legislation allowing for use of electronic traffic monitoring systems (2002 - 2006).

I.3.2.5 Support legislation to improve traffic safety in any of the following areas: impaired driving, occupant protection, traffic records, roadway safety, emergency medical services, commercial motor vehicle, pedestrians, motorcycles, speed, rail grade crossing, heavy trucks, red light running, aggressive drivers, drowsy drivers, motor vehicle safety, driver behavior. (2002 - 2006)..

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of legislative actions proposed

Output Indicators:

- * Number of traffic safety legislation signed into law.

OBJECTIVE I.4: Reduce the percentage of alcohol involved traffic crashes and fatalities in Louisiana to 7% and 38% respectively by the end of FY 2006.

STRATEGY I.4.1 Identify, fund, and assist in the implementation of impaired driving prevention programs. Provide technical assistance to agencies and organizations regarding impaired driving programs and issues.

Action Plan:

I.4.1.1 Administer statewide impaired driving prevention public information campaign involving representatives from government, medical community, educators, business and industry, students, victims and citizens alike (2002-2006).

I.4.1.2 Administer high profile, STEP programs involving police, sheriffs and troopers (2002 - 2006).

Public Safety Services

Strategic Plan 2001 - 2006

I.4.1.3 Develop new, and strengthen existing, impaired driving prevention networks and associations (2002 - 2006).

I.4.1.4 Administer impaired driving intervention programs targeting repeat offenders (2002 - 2006).

I.4.1.5 Partner with Alcohol and Drug Abuse Councils (ADAC) and other organizations to develop and implement impaired driving prevention programs focused on youth (2002 - 2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of grants awarded to reduce impaired driving

Output Indicators:

- * Number of impaired driving intervention programs implemented

Outcome Indicators:

- * Percentage of traffic fatalities with alcohol involved ⁽¹⁾
- * Percentage of traffic crashes with alcohol involved ⁽¹⁾
- * Alcohol involved fatal and injury crash rate per 100,000 licensed drivers ⁽¹⁾

OBJECTIVE I.5: Increase overall safety belt use from 68% to 87% and increase child safety restraint usage for vehicle occupants age 5 and under statewide from 83% to 87% by the end of FY 2006.

STRATEGY I.5.1 Provide grants and technical assistance to local, parish, and state agencies, as well as organizations, to conduct occupant protection programs.

Action Plan:

I.5.1.1 Administer occupant protection and child restraint usage surveys (2002 - 2006).

I.5.1.2 Administer safety belt and child passenger restraint public information programs (2002 - 2006).

I.5.1.3 Develop and implement new child passenger safety public information programs (2002 - 2006).

I.5.1.4 Administer local, parish, and state police occupant protection enforcement programs (2002 - 2006).

I.5.1.5 Provide occupant protection technical assistance to local parish, state, and local organizations (2002 - 2006).

Public Safety Services

Strategic Plan 2001 - 2006

I.5.1.6 Fund child passenger safety (CPS) training to provide CPS instructors and technicians (2002 – 2006).

I.5.1.7 Fund the conduct of CPS checkup events (2002 – 2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of occupant protection surveys funded
- * Number of public information programs
- * Number of CPS courses funded
- * Number of CPS checkup events

Output Indicators:

- * Number of occupant protection surveys conducted
- * Number of safety belt programs funded
- * Number of public events conducted
- * Number of CPS courses conducted
- * Number of CPS checkup events conducted

Outcome Indicators:

- * Percentage of child restraint usage statewide.⁽¹⁾
- * Percentage of safety belt usage statewide by vehicle occupants age 5 and above^(.1)
- * Percent of child safety restraint usage statewide; age 13 and under.

OBJECTIVE I.6: Reduce percentage of fatal crashes where speed is a contributing factor to 22% by year 2006.

STRATEGY I.6.1 Conduct specialized speed enforcement programs.

Action Plans:

I.6.1.1 Develop public information campaign through Louisiana State Police focused on the impact of excessive speed (2002 -2006).

I.6.1.2 Utilize LHSC media network to alert public of developing weather related traffic safety hazards (2002 - 2006).

I.6.1.3 Administer specialized speed enforcement programs involving police, sheriffs, and LSP (2002 – 2006).

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of STEP projects funded where the public information component addresses excessive speed.
- * Number of speed specific public information and education materials available.
- * Number of speed enforcement grants planned.

Output Indicators:

- * Number of speed specific public information hours worked.
- * Number of speed enforcement grants contracted.

Outcome Indicators:

- * Percentage of fatal crashes in which speed was involved.⁽¹⁾
- * Percentage of fatal and injury crashes in which speed was involved.⁽¹⁾

OBJECTIVE I.7: Reduce the injury crash rate among driver's ages 65 and older from 1794 to 1600 per 100,000 licensed drivers by the end of FY 2006.

STRATEGY I.7.1 Seek adoption of administrative procedures regarding driver license testing for individuals age 65 and over.

Action Plan:

I.7.1.1 Conduct research regarding driver-testing procedures in use in states having lower rates for similar age groups (2002 - 2006).

I.7.1.2 Develop model policy and procedure regarding driver testing and retesting for individuals age 65 and older (2002 - 2006).

I.7.1.3 Conduct study to identify specific causation factors in crashes involving individual's age 65 and older (2002 - 2006).

I.7.1.4 Partner with American Association of Retired Persons, Louisiana Safety Councils, Councils on Aging, and others to conduct traffic safety training for seniors (2002-2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of safety advocacy, senior citizens groups contacted.

Output Indicators:

- * Number of safety presentations given to senior organizations.

Public Safety Services

Strategic Plan 2001 - 2006

* Number of traffic safety training programs for seniors developed and implemented.

Outcome Indicators:

- * Reduction in the fatal and injury crash rates among driver's ages 65 and older.
- * Reduction of Louisiana highway death rate among this population.

OBJECTIVE I.8: Reduce Louisiana's national ranking for pedestrian deaths from 8th in the U.S. to 10th by June 2006.

STRATEGY I.8.1 Promote pedestrian safety in preschool programs in communities with a population of 100,000 or more.

Action Plan:

I.8.1.1 Distribute nationally developed preschool and school pedestrian safety materials and programs through organizations, to preschools and grade schools located in metropolitan areas (2002 - 2006).

I.8.1.2 Participate in preschool and grade school pedestrian safety programs (2002 - 2006).

STRATEGY I.8.2 Identify measures to protect pedestrians from vehicular traffic in identified metropolitan areas.

Action Plan:

I.8.2.1 Conduct study to develop best methods to protect pedestrians from vehicular traffic in identified metropolitan areas (2002 - 2006).

I.8.2.2 Provide recommendations to local government leaders (2002-2006).

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of studies funded to identify pedestrian safety problems and solutions.
- * Number of preschool and grade school pedestrian safety materials and programs provided.

Output Indicators:

- * Number of study recommendations made and implemented.

Outcome Indicators:

- * Reduction in pedestrian death rate in communities with a population of 100,000 or more.
- * Reduction of Louisiana highway death rate.

OBJECTIVE I.9: Reduce the percentage of pedicycle fatalities from 3% (951/28) in 1999 to 1% by the end of FY 2006.

STRATEGY I.9.1 Work with established pedicycle, education-training program to deliver training to new riders.

Action Plan:

I.9.1.1 Fund the delivery of pedicycle operator training courses (2002 - 2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of pedicycle training programs funded.
- * Number of education courses conducted.

Output Indicators:

- * Number of students trained.

Outcome Indicators:

- * Reduction in pedicycle fatalities.
- * Reduction of Louisiana highway death rate.

OBJECTIVE I.10: Reduce the percentage of motorcycle fatalities from 4% (951/42) in 1999 to 3% by the end of FY 2006.

STRATEGY I.10.1 Work with the Department of Education motorcycle-training program coordinator to deliver rider training to new motorcycle riders.

Public Safety Services

Strategic Plan 2001 - 2006

Action Plan:

- I.10.1.1 Support motorcycle operator training courses (2002 - 2006).
- I.10.1.2 Support enforcement of motorcycle safety laws (2002 - 2006).
- I.10.1.3 Encourage the adoption of a comprehensive motorcycle helmet law (2002 - 2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of public information programs targeting motorcycle riders funded.
- * Number of education courses conducted.

Output Indicators:

- * Number of educational programs for new riders established adopted.
- * Number of motorcycle training courses supported.
- * Adoption of a comprehensive motorcycle helmet law.

Outcome Indicators:

- * Reduction in motorcycle fatality rate.
- * Reduction of Louisiana highway death rate.

OBJECTIVE I.11: Reduce rail grade crossing fatal and injury crashes from 188 to no more than 140 by the end of FY 2006.

STRATEGY I.11.1 Support recommendations of the Rail Grade Crossing Traffic Crash Taskforce.

Action Plan:

- I.11.1.1 Encourage consolidation of rail grade crossings (2002 - 2006).
- I.11.1.2 Support Louisiana Operation Lifesaver programs (2002 - 2006).
- I.11.1.3 Include rail grade crossing safety in driver licensing educational materials and testing requirements (2002 - 2006).
- I.11.1.4 Conduct Operation Lifesaver public information blitz in the ten parishes having the highest number of rail grade crossing crashes (2002 - 2006).
- I.11.1.5 Conduct competitive high school speech contest regarding rail/traffic safety (2002 - 2006).
- I.11.1.7 Produce Louisiana Operation Lifesaver Bulletin (2002 - 2006).
- I.11.1.8 Support rail grade crossing safety training for law enforcement personnel (2002 - 2006).

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of public information hours targeting rail grade crossing traffic crashes funded.
- * Number of rail grade crossing safety training classes for law enforcement and emergency response personnel funded.

Output Indicators:

- * Number of public information hours targeting rail grade crossing traffic crashes conducted.
- * Number of law enforcement personnel trained in rail grade crossing safety.

Outcome Indicators:

- * Number of rail grade crossing crashes.⁽¹⁾
- * Number of fatalities resulting from rail grade crossing crashes.⁽¹⁾
- * Louisiana highway death rate.

OBJECTIVE I.12: Collect and compile timely and accurate traffic crash data supporting implementation of comprehensive traffic safety programs by June 2006.

STRATEGY I.12.1 Collect, translate, and transmit traffic crash data regarding fatal crashes to the National Highway Traffic Safety Administration for inclusion in the Fatal Analysis Reporting System (FARS) and to LSU for production of La. Traffic Records Data Report.

Action Plans:

I.12.1.1 Collect and review for completeness fatal crash reports from state, parish and local police agencies (2002 – 2006).

I.12.1.2 Request death certificates from the Bureau of Vital Statistics and parish coroners to identify missing fatal crash reports data (2002 – 2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of fatal crash reports submitted to FARS staff.
- * Number of fatal crashes in Louisiana.
- * Number of death certificates submitted to FARS staff.

Output Indicators:

- * Number of fatal crash reports processed.
- * Number of death certificates reconciled to fatal crash reports.

Public Safety Services

Strategic Plan 2001 - 2006

- * Number of complete fatal crash reports entered into FARS system.

Outcome Indicators:

- * Percent of Louisiana fatal crashes included in FARS annual report.

Efficiency Indicators:

Reconciliation of State and FARS fatal crash data.

OBJECTIVE I.13: To produce the Louisiana Traffic Records Data Report within twelve months of the reporting year.

Action Plans:

I.13.1.1 Implement a computerized program to assist in the validation of traffic crash location at its source (2002 – 2006).

I.13.1.2 Implement quality control business procedures leading to the identification of common data errors (2002 – 2006).

I.13.1.3 Conduct data criteria training for police (2002 - 2006)..

I.13.1.4 Establish traffic records committee and conduct bi-monthly meetings (2002 - 2006).

PERFORMANCE INDICATORS:

Input Indicators:

- * Number of contracts issued for development of Traffic Records Data Report.
- * Number of law enforcement agencies submitting data via Internet.
- * Number of training sessions conducted.

Output Indicators:

- * Traffic crash data report.
- * Reduction in time delay for data entry.

Outcome Indicators:

- * Number of agencies increasing frequency of data submission electronically.
- * Increase in number of reports entered daily.

Efficiency Indicators:

- * Time lapse between crash date and data entered in traffic records database.

Public Safety Services

Strategic Plan 2001 - 2006

Legal Affairs

Mission

It is the mission of the Office of Legal Affairs to provide effective quality legal assistance in an efficient, expeditious and professional manner to all offices, boards, and commissions within Public Safety Services.

Goals

- I.. Manage legal services in an effective, efficient, and professional manner; provide and promote the efficient use of legal input.
- II. Improve the collection of fines and debts owed to the State of Louisiana through Public Safety Services.
- III. Improve the quality of legal services by more efficient and effective training and development of programs.

OBJECTIVE I.1: To successfully litigate 100% of Driver's License suits filed against the Department.

STRATEGY I.1.1 Develop a tracking system to identify, track and record the results of the litigation.

STRATEGY I.1.2 Inventory the Driver's License suits filed against the Office of Motor Vehicles.

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Litigation by plaintiff, defendant, and Court

Output: Number of Driver's License suits defended for the Office of Motor Vehicles
Number of Driver's License suits filed against the Office of Motor Vehicles by Judicial District
Number of Driver's License suits/appeals that result in the affirmation of Driver's License suspensions

Outcome: Percentage of Driver's License suits dismissed or won by the Department
Percentage of Driver's License suits dismissed or won by the Department by Judicial District

OBJECTIVE I.2: Successfully defend 100% of the Civil Service Commission and State Police Commission Appeals filed against the Department

STRATEGY I.2.1 Develop a tracking system to identify, track and record the results of the litigation

STRATEGY I.2.2 Inventory the Civil Service Commission and State Police Commission Appeals filed against the Department.

PERFORMANCE INDICATORS:

Input: Litigation by plaintiff, defendant and Commission

Output: Number of Disciplinary Actions defended by the Department
Number of Disciplinary Actions defended by the Department by Commission
Number of Disciplinary Actions won by the Department

Outcome: Percentage of State Police Commission and Civil Service Appeals that result in affirmation of the Appointing Authority
Percentage of Appeals won by the Department by Commission

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE I.3: To successfully litigate 100% of the Denial of Improper Subpoenas Duces Tecum and unauthorized Public Record Requests.

STRATEGY I.3.1 Develop a tracking system to identify, track, record the results of the litigation.

STRATEGY I.3.2 Inventory the Denial of Improper Subpoena Duces Tecum and unauthorized Public Record Requests suits filed against the Department.

PERFORMANCE INDICATORS:

Input: Litigation by plaintiff, defendant, and Court

Output: Number of suits of Denial of Improper Subpoena Duces Tecum and unauthorized Public Record Requests filed against the Department.

Number of suits of Denial of Improper Subpoena Duces Tecum and unauthorized Public Record Requests filed against the Department by Judicial District

Number of suits of Denial of Improper Subpoena Duces Tecum and authorized Public Record Requests dismissed or won by the Department

Outcome: Percentage of suits of Denial of Improper Subpoena Duces Tecum and unauthorized Public Record Requests dismissed or won by the Department
Percentage of suits of Denial of Improper Subpoena Duces Tecum and unauthorized Public Record Requests dismissed or won by the Department by Judicial District

OBJECTIVE I.4: Successfully defend 100% of the Administrative Actions of the Office of the State Fire Marshal.

STRATEGY I.4.1 Develop a tracking system to identify, track and record the results of the Administrative Actions of the Office of State Fire Marshal.

STRATEGY I.4.2 Inventory the Office of State Fire Marshal Administrative Actions Appeals filed against the Office of the State Fire Marshal

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Litigation by plaintiff, defendant and Judicial District Court
Output: Number of Administrative Actions defended by the Department
Number of Administrative Actions defended by the Department by Judicial District
Number of Administrative Actions won by the Department
Outcome: Percentage of Administrative Actions of the Fire Marshal defended

OBJECTIVE I.5: Successfully defend 100% the Administrative Actions of the Office of State Police, TESS, in collecting fines accessed

STRATEGY I.5.1 Develop a tracking system to identify, track, record the results of the Administrative Actions defended

STRATEGY I.5.2 Inventory the Office of State Police, TESS Administrative Actions defended.

PERFORMANCE INDICATORS:

Input: Litigation by plaintiff, defendant, Court, and amount of fines sought
Output: Number of TESS Administrative Actions filed by the Department
Number of TESS Administrative Actions filed by the Department by Judicial District
Number of TESS Administrative Actions won by the Department
Amount of TESS Administrative fines adjudicated to the Department
Amount of TESS Administrative fines collected for the Department
Amount of TESS Administrative fines attempted to be collected for the Department
Outcome: Percentage of TESS Administrative suits won by the Department
Percentage of TESS Administrative suits won by the Department by Judicial District
Amount of TESS Administrative fines adjudicated to the Department
Amount of TESS Administrative fines collected for the Department

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE II.1: To provide 100% of the litigation support, draft necessary rules and regulations, and draft Legislation and provide legal representation to the Budget Unit Heads of the Office of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles and Office of State Police, TESS, and LPG

STRATEGY II.1.1 Develop a tracking system to identify, track, record the number of Rules, Regulations and Legislation drafted for the Budget Unit Heads of the Office of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles and Office of State Police, TESS, and LPG.

STRATEGY II.1.2 Inventory the number of Rules, Regulations and Legislation drafted for the Office of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles and Office of State Police, TESS, and LPG.

PERFORMANCE INDICATORS:

Input: Number of Rules, Regulations, and Legislation drafted for the Budget Unit Heads of the Office of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles and Office of State Police, TESS, and LPG

Output: Number of Rules, Regulations, and Legislation drafted for each of the Budget Unit Heads of the Office of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles and Office of State Police, TESS, and LPG.

Outcome: Percentage of Rules, Regulations, and Legislation drafted for each of the Budget Unit Heads of the Office of Public Safety Services, including but not limited to the Office of State Fire Marshal, Office of Motor Vehicles and Office of State Police, TESS, and LPG.

Public Safety Services

Strategic Plan 2001 - 2006

OBJECTIVE II.2: Successfully litigate 100% of the collection efforts of the debts owed to the Office of Motor Vehicles for bad checks.

STRATEGY II.2.1 Develop a tracking system to identify, track, record the results of the litigation.

STRATEGY II.2.2 Inventory the Office of Motor Vehicles bad debt suits filed by the Department.

PERFORMANCE INDICATORS:

Input: Litigation by plaintiff, defendant, Court, and amount of bad debts owed to the Office of Motor Vehicles for bad checks.

Output: Number of suits filed by the Department
Number of suits filed by the Department by Judicial District
Number of suits dismissed or won by the Department
Amount of money adjudicated to the Department
Amount of money collected for the Department
Amount of money attempted to be collected for the Department

Outcome: Percentage of suits won by the Department
Percentage of suits won by the Department by Judicial District
Amount of money adjudicated to the Department
Amount of money collected for the Department

OBJECTIVE III.1: To provide ongoing training and development for all OLA employees to ensure that they receive at least the minimum continuing Professional Education credits.

STRATEGY III.1.1 Work with Civil Service to provide the opportunity for professional and support staff level classes.

STRATEGY III.1.2 Recognize and reward both improved performance and outstanding achievement with the Office

Public Safety Services

Strategic Plan 2001 - 2006

PERFORMANCE INDICATORS:

Input: Number of man-hours of professional and support staff classes attended.

Output: Number of employees attending

Number of employees advancing to higher level

Outcome: Number of employees rewarded for achievement

Louisiana Gaming Control Board

Mission

To regulate all gaming activities under its jurisdiction in a manner which instills public confidence and trust that gaming activities are conducted honestly and free from criminal and corruptive elements; to insure the integrity of individual gaming activities by the regulation of persons, practices, associations and activities within the gaming industry.

Goal

- I. To strictly regulate all gaming activities under the jurisdiction of the Louisiana Gaming Control Board by insuring the initial and continuing suitability of all licensees and permittees and eliminating to the extent possible known criminal and corrupt influences on the gaming industry. La. R.S. 27:2, 27:15, 27:42, 27:70, 27:76, 27:306 (A) (1), 27:310, 27:202, 27:234 and 27:235.

OBJECTIVE: I.1: To decrease by 100% the number of licenses and permits held by known disqualified and unsuitable persons identified by the Louisiana State Police and/or Attorney General gaming investigators in order to eliminate criminal and known corrupt influences on the gaming industry.

STRATEGY I.1.1. To coordinate with law enforcement agencies to identify corrupt influences on the gaming industry operating in Louisiana.

STRATEGY I.1.2. To compare methods used by other gaming jurisdictions to identify and eliminate corrupt influences and unsuitable persons in their gaming industries.

I.1.3. To supervise the appropriate state agencies in the conduct of investigations of all persons required by law to meet suitability.

I.1.4. To require compliance by the gaming industry with all statutory requirements for gaming.

Public Safety Services

Strategic Plan 2001 - 2006

STRATEGY I.1.5. To continue to monitor the background suitability investigations prior to licensing and permitting.

STRATEGY I.1.6. To continue to afford applicants, licensees and permittees administrative remedies as required by law.

PERFORMANCE INDICATORS:

Input:	Number of administrative hearings held Number of licenses and permits issued by category, i.e., riverboat, video poker, landbased casino
Output:	Number of decisions by Hearing Officers in each category, i.e., riverboat, video poker, landbased casino Number of decisions by Gaming Control Board in each category, i.e., riverboat, video poker, landbased casino Number of administrative actions as a result of failure to request an administrative hearing by category, i.e., riverboat, video poker, landbased casino
Outcome:	Percent of known unsuitable persons that were denied a license or permit Percent of licensees or permittees who were disqualified and/or license or permit was suspended or revoked